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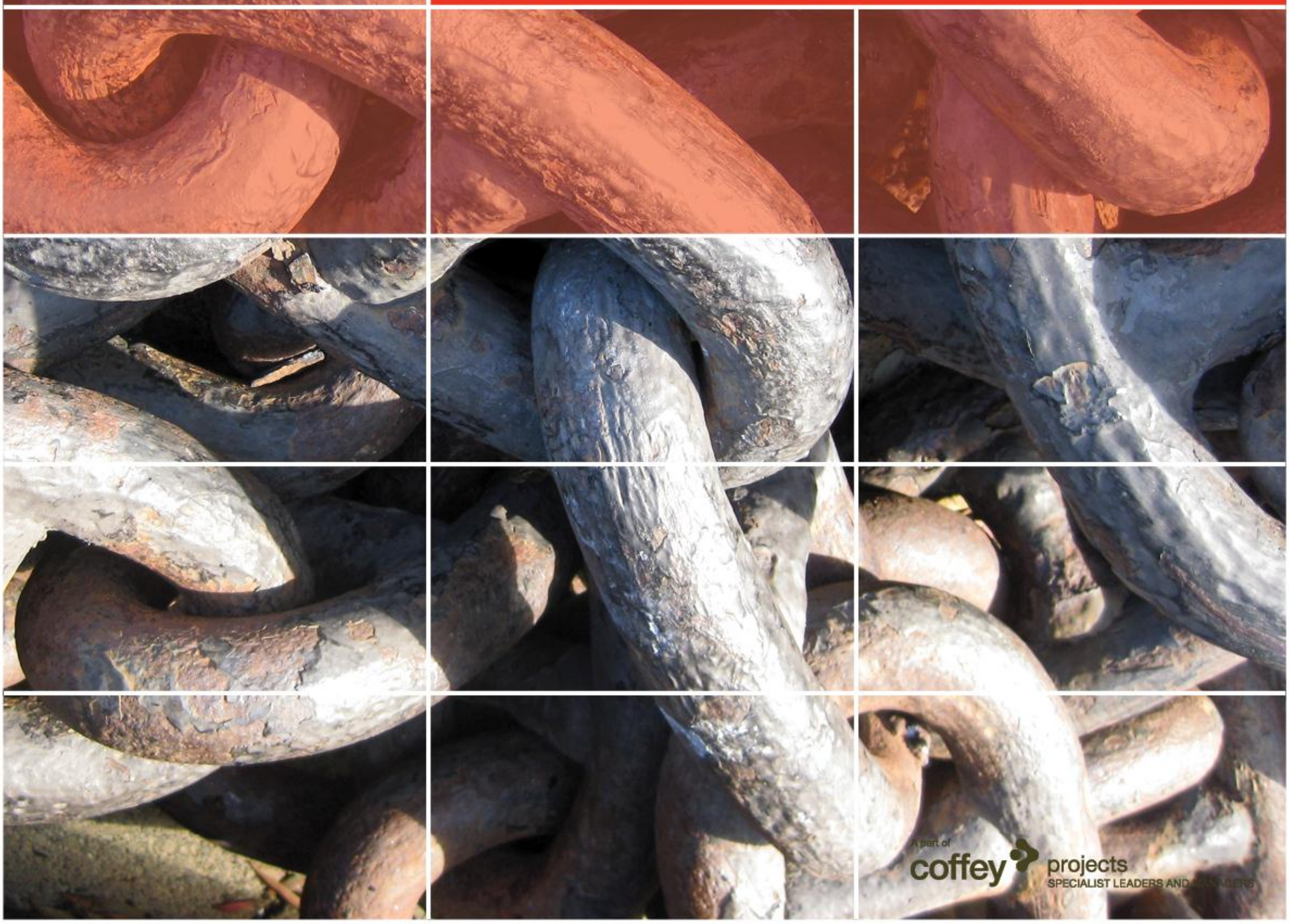
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN AND INVESTMENT STRATEGY

WARRNAMBOOL CITY COUNCIL
JULY 2013



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Warrnambool City Council

Final Report

July 2013

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1 Executive Summary

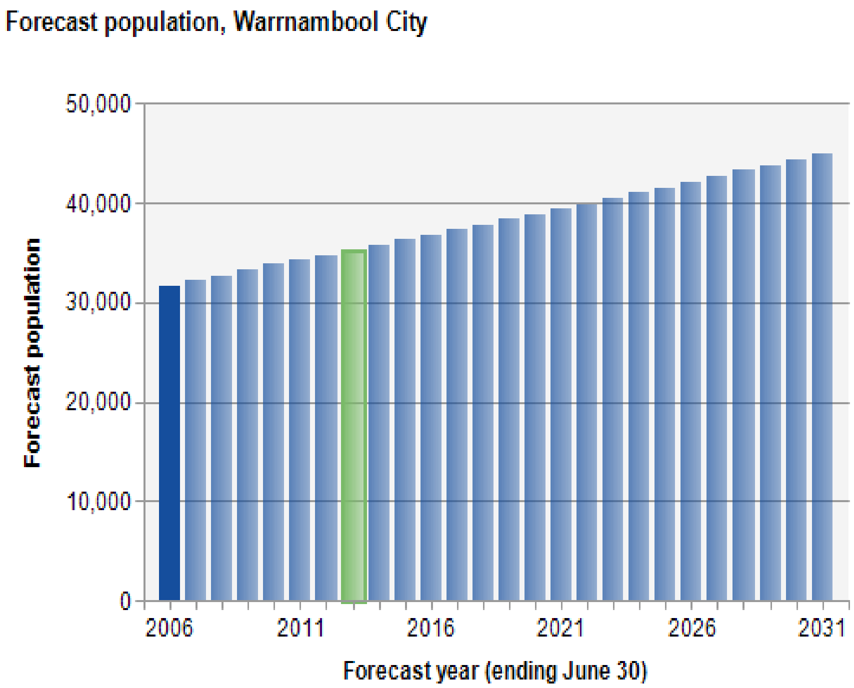
1.1 Background

The Warrnambool City Council (WCC) in conjunction with Tourism Victoria (TV) commissioned Coffey Sport and Leisure (CSL) to undertake a feasibility study for the Flagstaff Hill Maritime Village (FHMV), with a view to determining the viability of redeveloping the site and its subsequent ability to attract funding.

WCC is located along the Great South Coast in Victoria's South-West, about 260 kilometres from Melbourne. Warrnambool is located one hour from Victoria's most visited regional attraction the 12 Apostles Marine Park.

Warrnambool is the largest urban centre in the region and is the main service centre for retailing, business services, health and education. About 25% of the city's workforce is employed in wholesale and retail trade, with a further 30% employed in education, health, community and business services. Tourism is also a notable employer in Warrnambool, with the city attracting many people to its beaches during the warmer months, as well as whale spotting during the winter months.

WCC is forecast for strong growth to from 35,000 in 2013 to 45,000 in 2031 driven by its coastal location, which adds to its appeal and liveability.



1.2 Strategic Visitor Research Study

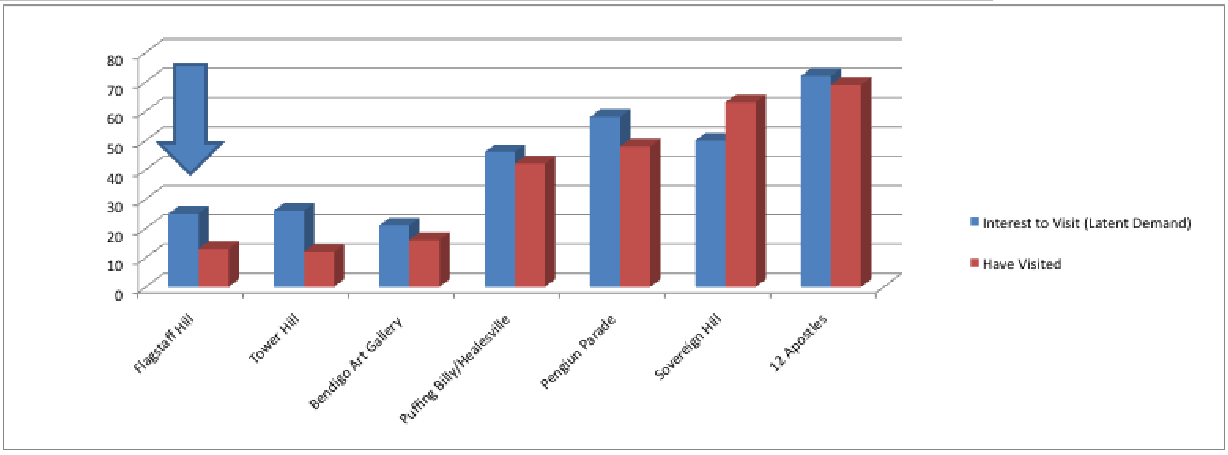
A key component of the project to inform strategic thinking is a quantitative visitor research study undertaken by Alliance Strategic Research in October 2012 (the research) amongst New South Wales, South Australian and Victorians.

The research intent was fivefold including and most importantly at a macro level determining the level of interest in regional attractions, likely interest in Flagstaff Hill, evaluate concept options presented, understand pricing sensitivity and determine which visitor segments are most likely to be interested.

The research was positive for both regional cultural attractions and FHMV highlighting that 50% of the total research sample had visited cultural attractions or regional areas in the past 2 months, 50% were likely to take a driving holiday in Victoria and cultural regional attractions like FHMV were visited by 26%.

The research also highlighted that there is interest in FHMV as a regional attraction with 13% having visited however 25% would like to visit suggesting there is latent demand opportunity for FHMV of 2:1. See chart below.

FHMV Latent Demand Opportunity



Source: Alliance Research December 2012

This latent demand is an opportunity for FHMV however under the current offer this will not be delivered and therefore an integrated solution is required which includes revised positioning of FHMV which must be carefully managed as does its adjacency to the Twelve Apostles, which has the highest visitor appeal from the research at 69% visited and 72%, would like to.

The relationship between FHMV and the Twelve Apostles must not be a competitive one, the opportunity in this area of regional Victoria is a collaborative approach and Tower Hill must also be considered as 12% of research participants had visited and 26% would like to, again unmet latent demand from this regional attraction.

The three regional visitor attractions have the potential to be a combined powerful visitor proposition to attraction domestic visitation from New South Wales and South Australia and Victorian intrastate travel to generate increased length of stay and expenditure in the region. This is supported by the research, which identified that 33% of visitors from NSW, SA and Victoria think an overnight stay in WCC visiting FHMV is extremely or very worthwhile.

FHMV however requires significant upgrading to its visitor offer to increase its appeal and generate increased visitation and economic benefit to the region. This will be further outlined in the recommendation as will the recommended leadership role the WCC must take in the redevelopment of FHMV to realise this opportunity.

1.3 Community Research

Further WCC conducted community research with the local community to determine their feedback on the Draft Master Plan and similar parameters as the visitor research and it is overwhelming clear that the local community has pride in FHMV, values it as a long term proposition and over 82% of the local community surveyed are supportive of WCC contributing rate payers funds to renew FHMV and contribute to the tourism potential of Warrnambool. 84% of the local community also strongly agreed or agreed that the concept plans proposed in this study contributes to the Tourism appeal of Warrnambool.

The clarity of community support and the benefits to WCC tourism appeal is an important milestone in FHMV history as there is no doubt competing capital considerations for the WCC however a FHMV capital commitment should be included with certainty in the WCC forward capital estimate planning.

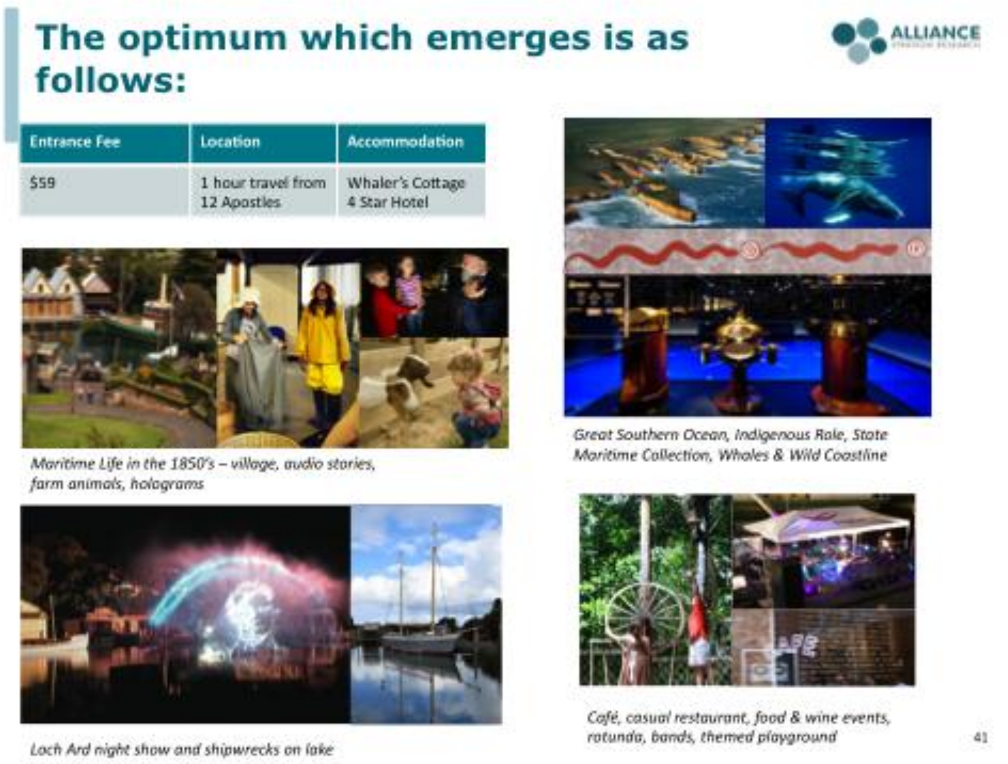
1.4 Option Analysis and Preferred Option

Supporting the visitor and community research was a review of Maritime Heritage facilities internationally and in Australia by CSL which identified that the majority are of poor quality, run by volunteer staff and are largely static displays. Consequently, it has been established that a gap for a quality Maritime attraction with modern interpretative elements exists leveraging the power and fragility of the Great Southern Ocean (One of Victoria’s major tourism assets). This asset should be considered to include the Great Ocean Road, WCC and beyond to the South Australian border.

The research process examined four concepts and 36 attributes including existing FHMV option 3), Tall Ship experience focused on 15 wrecks a broader theme than just the Loch Ard at present (option 4), a new broader themed Great Southern Ocean Experience capturing broader marine elements wild coastline and wrecks and marine and early settler life including migration, our indigenous ancestors (option 5) and a further concept with Great Southern Ocean theme adding a 4D theatre versus the current nightly lake show and a new building totally replacing the existing interpretation facility (option 6).

Further CSL applied its multiple bottom line options analysis to FHMV and based on the research, options 1-3 which potentially would have led to closure have been discarded as valid options.

The preferred option is Option 5 (excluding 4D theatre) but with an expanded lake show experience and free entry zone is a new vision for FHMV based on an expanded conceptual framework “The Great Southern Ocean”. This new integrated vision is supported by the visitor research and community feedback. It also provides leverage and alignment to the most popular regional Victorian visitor attraction “12 Apostles” and a potential emerging attraction (with FHMV) Tower Hill. The packaging opportunity for the 3 attractions is a major opportunity however redevelopment of FHMV is required to enable this.



Option 4 was not considered as the Shipwreck theme doesn't fully exploit the greater thematic opportunity and option 6 was not considered due to the excessive capital cost for a new building.

The Great Southern Ocean framework enables stories to be told that have appeal to the visitor; the missed opportunity at present is that there is a narrow band of stories being told in an uninspiring and static outdated way which has led to visitor decline and operating profit decline. Visitors have a latent desire to hear these stories within these regional cultural attractions and areas but must be told in an inspiring and educational interpretation format. To deliver on the visitor's latent demand the redevelopment is proposed to include a new theme and 5 distinct precincts within FHMV.

1.5 A New Interpretation Theme – Great Southern Ocean

- New Theme: A new theme based on the Great Southern Ocean interpretation concept incorporating stories on the wild coastline, marine life including whaling, indigenous role, and the significant 15 shipwreck stories as identified by CSL through the study. The State Maritime collection is also an interest factor based at FHMV and visitors were receptive to the concept in the research. This should be pursued and adds interest to the new FHMV concept however it is part of the broader offer, a critical part but the offer is the sum of many parts to build up to the interpretative theme which layers up to a revisioned FHMV. For e.g. Indigenous maritime elements including people stories also provide an opportunity for increased domestic visitation, as visitors were receptive to this inclusion. Whilst the research did not cover off international visitors this may also be of appeal especially if aligned to a 12 Apostles and Tower Hill packaged visit.

- New Interpretation “Discovery” Centre: A completed refitted interpretation centre with interactive stories told from the Great Southern Ocean.

- Lake Experience: Retention of the night lake show which does support the overnight stay however a significant upgrade of the show and technology is required and show content must tell the story of the Loch Ard and many of the other 15 significant Shipwrecks that fell in this area as highlighted in Appendix 7 Collection significance report;
- Free Village Experience: An upgraded Maritime village detailing maritime life in the 1850’s including stories of their struggles and achievements supported by farm animals and holograms of people in the pub. New seating areas, event lawn and lift access for older visitors to access the lake;
- Merri Street and Car Park: New landscaping and signage will add to the appeal and aesthetics of the attraction; and
- Historic Precinct: A new entry to the village and interpretation concepts.

The proposal also includes a number of other elements

- Price: An entrance fee for discovery centre and night show of $59 for a family is highly desirable. Individually an adult price of $24 and concession of $13 was desired;
- Accommodation is critical and with price is in the top 2 factors in interest and intent to visit. The visitor desires to stay at / in FHMV and immerse themselves in the maritime experience;
- Driving time is also a factor in visitation and 4 hours is the limit where after this intent to visit declines. However a key opportunity for FHMV is to promote itself as 1 hour from the 12 Apostles, which had strong interest from the visitor combined with the overnight accommodation offer;
- Cafes, casual restaurants, food and wine events, themed playground, rotunda and bands whilst not a key driver of visitation supports the other elements of the redeveloped concept. The WCC community research highlighted that the local community know or have heard of FHMV events, programs and food offer however the participation rate is low which may be a short term operational opportunity to increase usage and conversion;
- Further to the research findings CSL recommends in the preferred option the addition of a substantial and significant asset for the local community the free entry section “the village” incorporating a redeveloped Village Green, adjoining shared bike and walking paths through FHMV that link into the town centre, Lake Pertobe, and the beach;

1.6 Preferred Option Financial Analysis

The preferred option is estimated to have a capital cost of $14.82M and provides the capacity to reverse declining visitation and have a positive net present value to both FHMV ($4M) and WCC ($356K) and contribute increase gross regional product (GRP) to WCC ($4M) and GOR ($4.3M). The preferred option growth of 99% over a 20 year period is compatible with the research findings which highlighted significant unmet demand for FHMV of 92% based on the new concept Great Southern Concept and redeveloped facility.

A financial summary table is presented below which highlights the preferred option compared to the base case or status quo scenario.

Financial Summary Preferred Option	
Base Case	
Visitation Current	52,632
NPV FHMV	-$8,766,071
NPV WCC	-$8,766,071
Direct GDP WCC	-$454,997
Direct GDP GOR	-$379,003
Preferred Option GSO	
Visitation 2013	60,247
Visitation 2034	120,017
Visitation Growth	99%
NPV FHMV	$4,061,602
NPV WCC	$356,602
Direct GDP WCC	$4,171,449
Direct GDP GOR	$4,310,932
Economic Impact WCC	$7,664,369
Economic Impact GOR	$11,082,233
Research Study	
Current Demand FHMV %	13%
Potential Demand FHMV %	25%
Variation % Growth	92%

The preferred option provides the opportunity for FHMV to be recognised as a major regional tourism attraction based on visitation, cultural significance and value to the regional economy. A new visionary and redeveloped FHMV adds to the Warrnambool regional growth story and renews the FHMV facility, which if interconnected to WCC central business district has the potential to add to the liveability of the city and add to a major Victorian regional centre that has aggressive forecast future growth through its major industries of tourism, dairy farming, meat processing, retail, education and health. The WCC airport and its long term aspirations should also be considered as FHMV, Tower Hill and 12 Apostles provides direct visitation leisure sources driven by real and latent demand to support increased investment in this facility.

Additional sensitivity analysis was conducted at a high and low level based on the demand assumptions outlined in section 10.2 of the report. The high level assumptions are contained in the table below:

Financial Summary Preferred Option High Growth Sensitivity	
Base Case	
Visitation Current	52,632
NPV FHMV	-$8,766,071
NPV WCC	-$8,766,071
Direct GDP WCC	-$454,997
Direct GDP GOR	-$379,003
Preferred Option GSO	
Visitation 2013	61,374
Visitation 2034	182,856
Visitation Growth	198%
NPV FHMV	$9,895,204
NPV WCC	$6,190,204
Direct GDP WCC	$4,579,697
Direct GDP GOR	$4,653,251
Economic Impact WCC	$8,479,545
Economic Impact GOR	$12,237,140
Research Study	
Current Demand FHMV %	13%
Potential Demand FHMV %	25%
Variation % Growth	92%

The low assumptions are the most conservative assumptions showing visitation growth over a 20 year period of 32% well below the visitor research findings of 92%. NPV for FHMV is -$406K and WCC -$4.1M due to the capital contribution however the economic benefit to WCC and GOR remains significant showing a direct GRP to WCC of $3.8M and GOR of $4.0M. Economic impact including outputs for WCC is $7M and GOR is $10.1M. Even at the lowest sensitivity analysis the preferred option is justified.

The low scenario financial analysis assumptions are contained in the table below:

Financial Summary Preferred Option Low Growth Sensitivity	
Base Case	
Visitation Current	52,632
NPV FHMV	-$8,766,071
NPV WCC	-$8,766,071
Direct GDP WCC	-$454,997
Direct GDP GOR	-$379,003
Preferred Option GSO	
Visitation 2013	59,121
Visitation 2034	78,128
Visitation Growth	32%
NPV FHMV	-$406,384
NPV WCC	-$4,111,384
Direct GDP WCC	$3,858,770
Direct GDP GOR	$4,048,749
Economic Impact WCC	$7,040,022
Economic Impact GOR	$10,197,684
Research Study	
Current Demand FHMV %	13%
Potential Demand FHMV %	25%
Variation % Growth	92%

1.7 Private Sector Investment Potential

The preferred option also provides scope for private investment linkages both on and off site around FHMV including the unique whaler's cottages and a 4 Star Hotel within FHMV. These accommodation options were strongly supported by the research however WCC role should be to create the environment to ensure a suitable allocation of land is made available to the private sector including long term tenure.

The visitor research findings in this study are contradictory to the 2008 FHMV Tourism Accommodation Development and Business Study, which stated that the provision of 4-4.5 star accommodations is unproven and unlikely to be successful. This is not an unusual finding as the previous study was 5 years ago and consumer needs and wants often change as has the accommodation sector and product on offer. The 2008 study preferred school camp accommodation at FHMV however CSL believes this style of accommodation does not support the new vision for FHMV and agrees with the 2008 study that school camps conflict with 4-4.5 star accommodation, therefore school camp accommodation which can easily fit on the FHMV site is not recommended to be a high accommodation priority for investment. CSL also recommends that WCC in conjunction with potential private sector investors work together to explore the accommodation style in greater detail.

In the 2008 study WCC accommodation occupancy was 48.9%, slightly higher than the overall Victorian regional average and occupancy was very seasonal driven by events and weather for e.g. 3 months to March quarter 62.7% and 39% and 42% occupancy in the colder June and September quarters. Whilst this occupancy in WCC has some relevancy to this study the key point for FHMV accommodation is the visitor interest in staying on site in a unique whaler's cottage or a 4 star hotel and therefore the accommodation is a part of the overall experience.

An estimate cannot be provided at this stage with any degree of accuracy for the hotel investment and CSL would recommend this also be undertaken in future project work. However it is critical that a funding commitment from WCC would be required supported by partnership funding from State and Federal Government before any discussions with the private sector are to take place as they would need to "buy in" to a secured future vision for the facility. The objective of committing public investment to the renewal and new vision at FHMV and leveraging private sector investment is a sound concept and one, which should be explored.

However, without significant capital injection to address FHMV's current issues, the attraction will most likely continue on a downward spiral that will ultimately result in a lack of private sector interest, increased losses and potentially closure, impacting the town of Warrnambool directly through social and economic loss and the broader GOR brand indirectly.

To determine future demand, CSL has reviewed various visitation forecasts including low, medium and high scenarios and by adopting conservative forecasting a visitation scenario of 60,247 visitors in the opening year of operation is deemed to be reasonable.

FHMV has the opportunity through a new visionary concept, redeveloped site and associated private sector accommodation investment to be a major attraction for the Warrnambool and greater region, helping drive economic development, regional international and interstate tourism visitation and spend, and generation of additional employment opportunities in the operations and construction phases. The Centre will also support boat building training, educational sector links and support the community through the preservation of maritime history of the region and its remarkable stories.

1.8 A New Vision for FHMV

The vision of FHMV is critical and CSL supported by visitor research recommends a vision statement based on a visitors experience to clarify FHMV role in Victorian tourism and its new offer.

"We drove down the Great Ocean Road and visited the 12 Apostles. We arrived at Warrnambool just as it was getting dark and stayed at the hotel in FHMV just in time for dinner and the night show. In the morning we visited the discovery centre and learnt about the rugged coastline and the Great Southern Ocean we visited the day before, we then walked the village and experienced maritime life back in the 1850's. It was well worth driving that extra hour and staying over"

Warrnambool and the broader region are highly seasonal in visitation and in the cooler winter months are under represented in visitor's numbers when compared to the rest of regional Victoria. An increase in forecast numbers as a consequence of redevelopment is significant, as this influx of visitors will create welcome economic activity through accommodation, retail spend, and food and beverage expenditure in peak and off season periods.

Any decision as to whether to proceed with the redevelopment of FHMV should not be solely based on whether the facility will continue to make a profit or loss. A facility such as this has the potential to bring further beneficial outcomes to the region including economic development through tourism, marine industry employment and volunteer positions, solidification of the maritime history and culture of the region and the retention of skills in the area. As previously noted, we also believe FHMV will stimulate private sector development in future years through accommodation and potential residential projects.

It should also be noted that major paid attractions also have a critical brand and reputational benefit to regional cities and support visitation, regional dispersal through attractiveness and liveability and contribution social capital and economic benefits. Whilst this studies scope didn't review other regional paid attractions and the impact on their regional cities there was agreement through the consultation process that attractions such as Sovereign Hill Ballarat, Port of Echuca, Bendigo Trust Trams and Mine experience do play a critical role in their cities regional development. Warrnambool's position as a coastal city will be supported by the FHMV redevelopment and also support other recent cultural developments in the city e.g. Lighthouse Theatre.

1.9 Funding

Our recommendation for funding of this project is a combination of Government partnership funding, due to the cultural, tourism and local community benefits derived from FHMV. This government funding can then be leveraged by private sector funding principally accommodation services. Recommended funding would have to be initiated by a commitment from the Warrnambool City Council, and we believe supported by the Victorian State Government. Subsequently, the Victorian State Government would approach and apply for a Regional Development Australia (RDA) Grant to secure the remaining funds for the redevelopment.

1.10 Next Steps

CSL believes WCC in conjunction with TV should undertake the following next steps to continue planned redevelopment and progression of FHMV:

- Discuss the feasibility and business case within each respective organisation to determine interest for the project considering the capital and financial costs outlined;

- Discuss within WCC the notional support to fund 25% of the project over a 3 year development timeline;
- FHMV and Tower Hill to be elevated in their Victorian regional priority including marketing support and capital funding due to having the highest unmet (latent) demand of all Victorian regional attractions.
- Obtain stakeholder endorsement of the report including letters of support from relevant bodies;
- Discuss and brief Regional Development Victoria representatives;
- Brief regional Development Australian Barwon South-West on the regional significance of the project;
- Use the Business Case to make application for the Federal Governments Regional Development Australia Fund;
- Continue to maintain the project working group consisting of current representatives to provide ongoing community support for the project and relevant feedback to all stakeholders; and
- Maintain ongoing dialogue regarding the project and site planning.

2 Project Background and Purpose

2.1 Project Background

Flagstaff Hill Maritime Village (FHMV) was established in 1974, and in this time has attracted over 2.2 million guests. Operating as a tourism and cultural asset of the Warrnambool City Council, FHMV has won several awards in the past four years, including 4 Victorian Tourism Awards, Museums Australia's (Victoria) Award for Excellence and the 2011 Australian Accommodation Association – Best New Accommodation title.

FHMV is currently completing the Australia Museum Accreditation Program to assist in the management of Victoria's largest publicly accessible Shipwreck artefact collection, along with the many thousands of other artefacts in its extensive collection.

The site has 42 buildings of various styles and functions, many of which are state heritage registered, including the Lady Bay Lighthouse and Warrnambool garrison complex.

In 2003 a major upgrade to the site occurred allowing for the installation of the Shipwrecked Sound and Laser Show that operates nightly, retelling the story of Flagstaff Hill's most prized possession, the Loch Ard Peacock, and the 1878 wreck of the Loch Ard.

The site recently added Lighthouse Lodge to its product offering allowing guests to stay in the original Warrnambool harbourmasters home overlooking Lady Bay, where the only neighbours are the still operational 150 year old Lady Bay Lighthouses.

In 2011/12, FHMV attracted approximately 56,000 paid visitors, employed 35 direct employees (14.3 FTE), and was supported by 150 community volunteers. It is an important regional asset for the local community and as an attraction to visitors, helping to increase the length of stay in Warrnambool and drive greater economic returns.

In 2007, WCC commissioned the Navigate 2017 report, which primarily focused on operational changes at FHMV. Many of these recommendations have been implemented, with a major outcome being the development of accommodation options on site.

FHMV also worked with regional and state bodies to identify FHMV as a key regional tourism asset, and this is reflected in the Victorian Tourism Action Plan 2009-2012 and the Great South Coast Regional Plan.

It was recognised that undertaking a Master Planning project for the FHMV would enable the Warrnambool City Council (WCC) and its co funding stakeholders, Tourism Victoria and Regional Development Victoria, to determine the long-term viability and future of FHMV on the current site.

Having reviewed FHMV, a number of key issues significant to the recommendations being made have been highlighted:

- FHMV is disconnected from the significant economic and visitor opportunity of the Great Ocean Roads (GOR) 7.7M annual visitors. Warrnambool is approximately 45 minutes from the significant visitor markets of Loch Ard Gorge and 1hour from the Twelve Apostles; however in economic terms there is currently negligible benefit for Warrnambool and other western coastal towns such as Port Fairy derived from GOR tourism;
- The Twelve Apostles and the Loch Ard Centre could be considered the gateway to the south west, and any interpretative centre at the site must have a regional dispersal focus on its services, including a strong alignment and promotion of nearby attractions such as FHMV, Tower Hill and Budj Bim;
- FHMV's role within the context of Warrnambool's regional growth opportunity has not been adequately clarified;
- FHMV museum and its content principally focus on the Loch Ard and the Minton Loch Ard Peacock (salvaged museum piece from the Loch Ard wreck of historical significance). This is too limited and visitation will not increase if a broader offering is not introduced;
- The potential for a Loch Ard interpretative centre at Loch Ard Gorge could potentially cannibalise FHMV's current business if a broader theme is not adopted;
- FHMV's visitation is in decline, -6.4% year-on-year over the past 5 years, placing significant financial pressure on FHMV and the Warrnambool City Council's recurrent budgets;
- FHMV's facility is currently too static, tired and in need of renewal given there has been limited capital expenditure in the past decade;
- Maritime heritage is a key plank in the GOR brand pyramid and FHMV needs to capitalise and build on this world class attraction;
- FHMV has steep grade/slope issue which impacts operational costs and raises short term patron risk/compliance issues;
- FHMV's visitor experience is dated and lacks an interactive and compelling interpretative offer;
- It is critical that FHMV is promoted as part of a much broader offering within the region, with research clearly indicating people will not travel solely to visit FHMV in its current state; and
- Distance will continue to be an issue if FHMV does not present a more compelling reason to visit.

2.2 Purpose

As part of the Business Case and Feasibility studies requirements, Coffey Sport and Leisure (CSL) have undertaken this Master Planning process and review to clearly outline FHMV's options and opportunities for future redevelopment. Key aspects covered in this document include:

- Can FHMV be a cultural tourism asset for the region?
- Review FHMV offer in the current and future tourism environment
- Can FHMV create a point of difference for WCC when benchmarked versus other domestic tourism attractions linked to Great Ocean Road?
- What are the potential visitor growth demand drivers beyond 12 Apostles as well as demand in the context of interstate and international markets?
- Can FHMV support overnight stay objective?
- Review of landscape in precinct and opportunities to develop a holistic tourism precinct
- Review opportunities to improve FHMV bottom line
- Development of a defined interpretative concept “a new experience”
- Robust costing and investment strategy
- Confirmation of private sector investment opportunities

3 Vision

FHMV facility whilst being a multiple Victorian tourist award winner and now Hall of Fame recipient is a tired declining attraction which is common of many regional cultural attractions with Sovereign Hill as the major exception. FHMV role within the broader Victorian tourism landscape also requires clarification and on this basis it requires a strong vision. The vision must consider a number of elements including positioning versus competitive attractions, visitor proposition, interpretative concept and investor appeal.

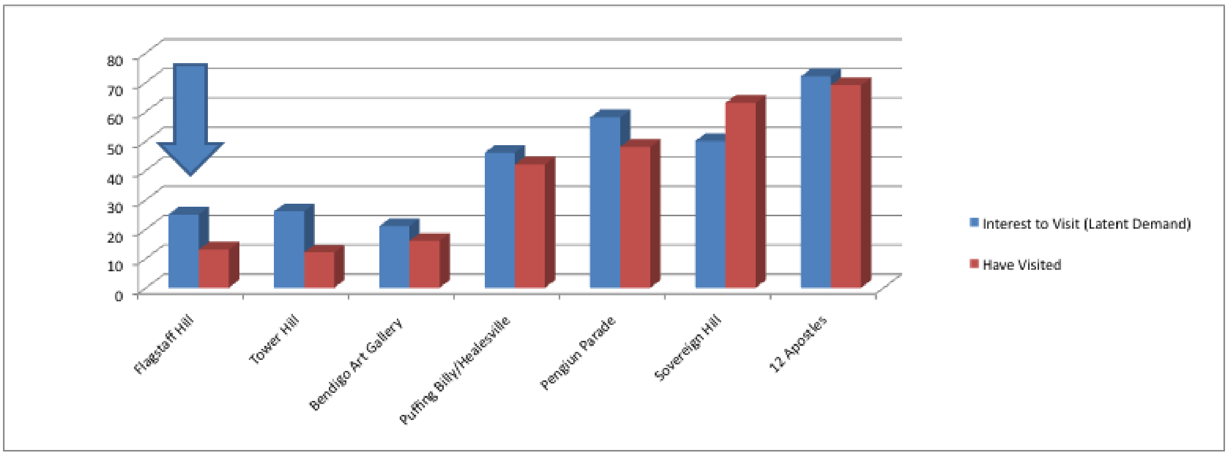
CSL has applied the recent FHMV research study, knowledge of competitive attractions, investor knowledge and interpretation concepts to complete an integrated FHMV vision.

The vision of FHMV is critical and CSL supported by visitor research recommends the visitors experience as the basis to both clarify FHMV role in Victorian tourism and its new offer. A visitor's defined experience as identified in the FHMV research study is described below:

"We drove down the Great Ocean Road and visited the 12 Apostles. We arrived at Warrnambool just as it was getting dark and stayed at the hotel in FHMV just in time for dinner and the night show. In the morning we visited the discovery centre and learnt about the rugged coastline and the Great Southern Ocean we visited the day before, we then walked the village and experienced maritime life back in the 1850's. It was well worth driving that extra hour and staying over"

The visitor research also showed that based on intent to visit (latent demand) and have visited (actual demand) FHMV has the highest latent demand of all Victorian regional attractions along with Tower Hill. FHMV has visitor appeal it is just unrealised through deficiencies in current concept, interpretative offer,

A number of Victorian regional attractions and their demand are highlighted in the chart below.



CSL describes FHMV new vision statement as:

FHMV is Victoria's cultural attraction whose role is to preserve and inform current and future generations of the many stories of our Great Southern Ocean.

The experience the visitor is seeking supported by FHMV latent demand and its new vision is a game-changing proposition for WCC, FHMV and also the Great Ocean Road region and the State of Victoria.

Game Changer 1: The 12 Apostles has the highest visited demand of all Victorian regional attractions and is one hour's drive from FHMV which has unmet demand, the highest for all Victorian regional attractions including Sovereign Hill and Puffing Billy.

Game Changer 2: FHMV redeveloped including on site accommodation and revisioned theme to meet the visitor's expectations and realise this unmet demand. FHMV has appeal and can become a major regional attraction in its own right as identified through visitation and its unique positioning.

Game Changer 3: Marketing FHMV as one hour's drive from the 12 Apostles leverages Victoria's number one visited regional attraction and removes the distance barrier to WCC and FHMV. This is a broader regional strategy that will require collaboration at all levels however it supports the drive market to explore the region and stay overnight. Alignment to the 12 Apostles in both re development planning and future marketing of regional offers is not just an opportunity it is a necessity.

FHMV requires a new integrated and holistic interpretative concept to increase its visitor appeal and create greater synergies with the Great Ocean road especially the 12 Apostles. The optimal model from visitor research is one that introduces a new thematic discovery centre within FHMV of stories told of our wild coastline, the role of indigenous inhabitants, migrating whales and also migration to this region of early settlers.

The village will depict what life was like in this era and the night show will be upgraded to tell the tales of the significant shipwrecks, 15 have been identified (refer Jenny Gardner FHMV Collections Assessment Report 2012) that faced this wild coastline.

A critical component of the vision will be on site accommodation staying in a traditional whaler's cottage or for larger groups the option of a 4 star hotel all located within the FHMV experience. Further support will be provided by ancillary activities including cafes, restaurant and event programming.

The optimal model is outlined below.

In addition to the development of the vision for FHMV aligned to its revised future plan, there will be a number of challenges and opportunities associated with the project. Some of these include the following:

3.1 Multiple Stakeholders with Multiple and Often Competing Requirements

Buy in to the vision of FHMV is critical. The project and Steering Committee has a number of key stakeholders that inevitably will have competing requirements, views and expectations at some level.

Managing stakeholder expectations, agreeing the scope of works and adhering to time and budget restraints are a challenge all projects of this nature face and can often result in competing priorities. There is need to ensure that all stakeholders objectives are clearly defined and agreed upon up front in a collaborative environment to assist the project team in developing a scope of works suitable to all key stakeholders.

3.2 Provision of Evidence for the Claim of Benefits

Projects of this nature require significant analysis outlining the benefits to stakeholders and the local community in order to gain more solid support and buy in.

There is a significant benefit derived through the influx of tourism to the region, but this is not particularly well understood by the local community, who at times don’t see a material advantage if finances aren't placed directly into their business.

We believe that through the proposed master plan and its accommodation of a free entry area, further systematic planning, development and marketing of festivals and events as tourist attractions will provide the catalyst, and image builders required for the region to stimulate significant growth and incremental income.

Some recent trends have dramatically increased the popularity of tourism events, and FHMV should tap into the demographic and psychographic changes that have occurred to market and promote the events hosted in the region. Some of the key influences include:

- Increasing levels of average disposable income;
- A move to more frequent short term holiday breaks;
- Increasing interest in experiential travel;
- Increasing interest in authenticity; and
- Increasing interest in culture.

3.3 Benefit to the Local Community

A key opportunity and strength of this project is its ability to encourage buying locally, engaging locally and supporting locally. The notion of passing on skills, creating local employment benefits and creating local jobs will help to ensure “buy in” from the local community, which in turn shall support the economic growth of the maritime industry and broader tourism activity in the Warrnambool and GOR region.

However, FHMV should not ignore or downplay the significance of the local community’s role in events, as they usually depend heavily on the patronage of the local market for their success and patrons are often overwhelmingly local.

Promoted through the introduction of free entry to the village and the redevelopment of the event lawn with terraced seating, it is anticipated that the local enjoyment of the site will provide stimulation for many people to travel to the local area, and without these attractions, event tourism would most likely not exist.

FHMV’s event strategy will be a critical component of the businesses much broader success, and when considering the core attributes of successful events typically applied or considered. FHMV’s free entry, use of the event lawn and operation of the village meet each of the criteria detailed below:

- Attracting tourists or tourism development;
- Being of a limited duration;
- Being a one-off or infrequent occurrence;
- Raising the awareness, image or profile of the region; and
- Offering a social experience to connect the community.

4 Planning Context

All previous available reports were reviewed and analysed with consideration to the following policy and planning inputs:

- Review of Existing Strategies and Plans; and
- Demographic Information.

4.1 Review of Existing Strategies and Plans

The following table provides a summary of reports and policies relevant to the Maritime Heritage Centre Feasibility and Business Case.

Report/Policy	Summary/Implication
2008-2012 Victoria's Nature Based Tourism Strategy (2008)	Victoria's Nature Based Tourism Strategy provides a long term approach to destination planning, development and management by focusing on key nature based tourism destinations. The strategy outlines five directions to achieve Victoria's nature based tourism vision. Some of the strategies articulated in this plan include: • Developing authentic memorable experiences; • Facilitating viable and innovative businesses; and • Creating supportive frameworks and partnerships particularly related to attracting nature based tourism investment.
GOR Infrastructure Gap Analysis Urban Enterprises 2012	The following infrastructure items are identified for improvement in the Great Ocean Road region; these will assist to support the growth of tourism. • Improvements and capacity of the Great Ocean Road. The Great Ocean Road is at capacity during peak times. Improvement to parking bays, rest areas and passing bays needs to be explored. The general road quality also needs to be improved; • Princes Highway. The Princes Highway is in poor condition from Winchelsea to Warrnambool, there is a need to improve the road into a dual

	carriageway to support growth in population and visitors. This project will be staged over the next 10 years, with the first stage underway; • Harbours, marinas, piers and jetties. There are numerous development plans in places for harbours and marinas along the coast. These will improve water access significantly in the region; and • Park infrastructure. There is a need to improve facilities and infrastructure at various parks locations across the region to meet visitor expectations.
GOR Infrastructure Gap Analysis Urban Enterprises 2012 (Cont'd)	• Airport upgrades. Airport upgrades are required at Warrnambool and Avalon. This will improve access into the region significantly; • Public transport. Improved regularity of train services along the Princes Highway Corridor and significantly improved public bus transport along the Great Ocean Road is necessary to meet existing and future demand for independent travellers. There is also a need to upgrade the rolling stock servicing this corridor; and • Accommodation. There are areas within the Great Ocean Road region that lack tourist accommodation, particularly internationally branded accommodation at the higher end of the market.

4.2 Demographic Profile

Warrnambool City is located along the Great South Coast in Victoria's Southwest, about 260 kilometres from Melbourne. Warrnambool is the largest urban centre in the Region and is the main service centre for retailing, business services, health and education. About 25% of the City's workforce is employed in wholesale and retail trade, with a further 30% employed in education, health, community and business services. Tourism is also a notable employer in Warrnambool, with the City attracting many people to its beaches during the warmer months, as well as whale spotting during the winter months.

Manufacturing was formerly the largest employer in Warrnambool, with clothing production highly significant due to the Fletcher Jones company. However, like many areas in Victoria, major decreases in manufacturing jobs were recorded since the mid-1970s, especially in the clothing, textiles and footwear industry. In recent years, manufacturing jobs have been on the increase again, with large investments to dairying plants in and around the City (Dennington, Allansford and Koroit), which have resulted in overall gains in employment. The City is the major source of employment for its residents, as well as other areas in the South-West of Victoria, most notably Moyne Shire. As a consequence future changes to population in the City, as well as neighbouring areas, will be associated with employment growth or decrease.

The population of Warrnambool City has increased significantly over the last twenty five years, albeit with growth varying slightly from period to period. The dominant drivers for population gain during these periods were:

- Gain of persons from overseas and from neighbouring Local Government Areas as a result of consolidation of farming enterprises ;
- Employment growth in services, especially tourism based industries, retail trade, health and education;
- Growth in value-adding to local agricultural produce; and
- Attraction of families to the area, based on the amenity and beauty.

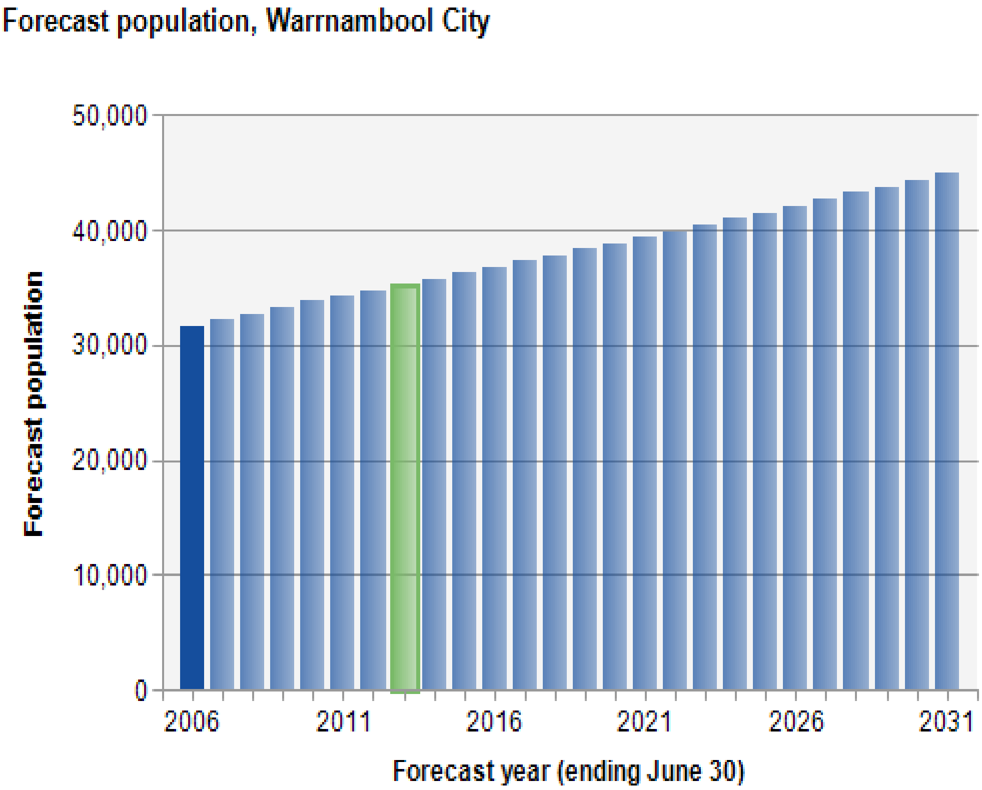
The dominant drivers for population loss during these periods have been:

- Loss of young people (18-24 years) to major centres, such as Melbourne, Geelong and also to Queensland
- Loss of employment in manufacturing industries, especially clothing
- Loss of employment in other key industries such as government administration and utilities

It is assumed that a number of these patterns will continue into the future, most notably flows into the City from overseas and losses of young people to larger centres, albeit in lower numbers. It is likely that this may result in a bit of a reversal with Warrnambool City gaining from Metropolitan Melbourne.

Overall, employment factors will have a strong bearing on population in the next fifteen to twenty years in Warrnambool City. Recent development of various industries around the City such as gas production in the Otway Basin, wind farms and timber production are likely to maintain strong employment growth in Warrnambool. This is due to the fact that the City will benefit from expenditure and further growth and enhancement of its service functions.

Within the Warrnambool City Council as a result of the progressive residential development of the City over a century, the diverse demand for housing, the range of land uses and varying planning policies, areas have developed different roles within the housing market. Warrnambool (Central) attracts a large number of persons in their late teens and twenties, which is a reflection on the more 'inner urban' nature of the area with significant rental stock and access to restaurants and entertainment.



4.3 Location Map

5 Industry Trends and Benchmarking

As assessment of the trends that are affecting the tourism industry is presented in the following section, as well as a review of national and international benchmark facilities.

5.1 Tourism and Maritime Trends

The following section will explore and review recent trends in the following areas:

- General Trends;
- Specific trends impacting Warrnambool and FHMV; and
- Interpretation Trends.

5.1.1 General Tourism Trends

The following general tourism trends have been formulated based on CSL's industry knowledge and experience:

- The high price of the Australia dollar compared to other international currencies has had a negative affect on tourism within Australia that is twofold. Firstly the high value affects inbound international tourism as affordability affects the desire to travel to Australia. And secondly, the strong Australian dollar means Australian tourists choose to travel overseas, as opposed to domestically, because of the increased affordability;
- Overall Australia's population is aging; this has in turn altered the age structure of Australian Tourists. Older tourists have changed the needs and demands of previous generations, with museums and cultural attractions of high interest to this segment;
- In recent years there has been a shift in the source markets (countries) of Tourists in Australia. Traditionally tourists to Australia came from the USA and UK, however with the changing global economy, new markets have emerged through India and China, whose needs differ greatly from traditional markets, and these differences need to be identified and met;
- There is a lack of regional tourism infrastructure including; insufficient quality accommodation, limited conference/meeting venues available for business tourism, and dearth of new sought after tourism attractions; and
- Recently there has been an increase in nature based tourism offerings including, coastal walks and national parks versus "man-made" attractions of which there has been few new major attractions developed within the last 10 years.

5.1.2 Tourism and Market Overview

The following outlines key tourism characteristics and trends for the region. However, most of these have been predominantly based on data for the GOR Tourism Region, extracted from the National Visitor Survey (NVS) as published on Tourism Victoria's Website. All data is for the year to December 2011, with tourism expenditure based on the same source, reflecting regional Victorian expenditure in the year to December 2012.

Based on this the following assumptions have been made:

Table 2: GOR Tourism Data

Tourist type	**Year to Dec 2011**	**Share**
Day visits	5,190,000	67.1%
Domestic Overnight visits	2,374,000	30.7%
International visits	166,100	2.1%
Total Visits	7,730,100	
Estimated Expenditure Per day/night	**Year ending 2012**	
International Expenditure	$70.00	
Expenditure per domestic day visitor	$99.00	
Expenditure per domestic overnight visitor	$139.00	
Share of visitors specifically visiting FHMV	5%	

5.1.3 Source of visitors

Currently it is assumed 85% of the visitors come from beyond Warrnambool, which is an assumption, based on FHMV postcode data.

Based on the NVS data it is assumed only 5% of those visiting FHMV are visiting Warrnambool specifically to see FHMV. These visits are assumed to attract only one night's stay from overnight visitors. The share of overnight visitors is directly based on the NVS data. International visitors are assumed to stay overnight.

5.1.4 Operational data

It is also assumed that the current levels of revenue not directly related to FHMV, Shipwrecked or the retail operations are directly related to total visitor numbers.

Labour costs assumed to be fixed, not related to visitor numbers. Other operations costs are assumed to be 77% of total costs. Of this sum, 90% are assumed to be fixed and 10% variable that is directly related to visitor numbers.

5.1.5 Interpretation Trends

A major component of FHMV is the need to provide interpretative elements within the attraction. Interpretation provides the physical static or interactive explanation of the village displays and experiences.

5.1.6 Technology

Today's younger generation have grown up in a technology driven world with advancements such as social media, World Wide Web, 3D cinema and virtual reality. Due to social media and emerging technology development as well as the expectations of the education sector, modern interpretative trends are critical. This segment will not respond to old style museum displays and expects interaction and engagement in interpretation, which in turn drives the overall experience. This sector is a key source market for FHMV driving visitation of the family unit and return visitation at non-school times.

To enhance the FHMV experience and create engagement and knowledge transfer the centre must employ modern interpretative techniques. An outline of interpretative techniques that may be relevant to FHMV is outlined in the table below:

Interpretation Technique	Application	Key Target Segment
Interactive Displays	Enhances the experience and application could include "Build Your Own Boat".	Schools, visiting families
Working Equipment	Working boats provide ongoing visitation appeal and topical news for the centre.	Marine industry, hobbyists, schools and visitors
Audio Visual Delivery	Delivered by a range of devices including LCD screens and projection.	All visitors
Displays of Original Archives and Artefacts	Original Archives and Artefacts are critical to explaining and for visitors to explore the rich history of maritime in Warrnambool and the GOR region.	Historians, older visitors and local community for VFR segment
Interpretative Sign and Graphics	Signage and graphics should be a key component of the overall interpretative experience.	All visitors
Brochures and Books	This will form the library component, which can be delivered visually through	Tourists "Visiting Friends and Relatives" and

	traditional methods and technology solutions.	local community
Web Enabled Visuals	Web enabled Plasma screens operating similar to IPAD touch technology enable the visitor to interact with the LCD screen. Also visitors can tailor their experience by emailing or uploading their experience via social media. Visitors can create a catalogue of Maritime experiences and email to their IPhone, be photographed and insert their photo onto the screen or email Maritime offers to be redeemed on their current or repeat visit.	Schools and tourists
Games	The online marine game “Marine Quest” could be used as an educational element. Marine Quest has been developed by Transport Safety Victoria in line with the Victorian Essential Learning Standards (VELS) Levels 4 & 5. The game includes a number of areas relevant to a real life Marine experience	Schools and families

A further review was conducted of the latest International interpretative trends including a focus on the most recent facility opened in Singapore. Singapore is integrating modern interpretation techniques at some of their new world class attractions as highlighted in the table below:

Interpretation Technique	Application	Key Target Segment
Singapore Maritime Experiential Museum	Interactive Displays	Singapore's first maritime museum opened in mid-October 2011. An iconic steel and glass maritime designed building, where visitors are taken back in time to the history of Singapore's trading culture. The Museum enable's visitors to explore the educational history of the Silk route. Included in the Museum are full sized replicas of the iconic Bao Chuan and the Jewel of Muscat trading vessels. Other unique attractions are the Typhoon theatre, a 360 degree 150 seat multimedia theatre, and an interactive musical ensemble via touch screen technology. Children's workshops, talks and veteran maritime industry leaders will add to the Maritime education and visitor experience.
Singapore Flyer	Interactive Displays	Pre-flight experience utilising augmented reality technology enabling visitors to construct a giant wheel. Another major attraction allows visitors to be photographed in front of a visual holographic wall upon entering the facility.

5.1.7 Theming

Critical to interpretative experiences is the development of central and secondary themes of which the interpretation can be built from and based on.

5.1.8 Design

Modern design philosophy in interpretation areas is to create interconnected spaces that visitors can view at their leisure, and usually offers them a choice of direction. The more recent Maritime Heritage facility developments/redevelopments such as Fremantle and Polly Woodside have adopted this approach. Previously, facilities were designed around the racetrack approach to interpretation. This however is often a problem at peak periods such as school holidays. The outcome is typically a poor visitor experience, given display access is limited, and the time spent in the area is lengthened reducing opportunities for alternative revenue streams e.g. café, merchandise.

5.2 Maritime and Heritage Benchmarking

In order to understand the current market place in which FHMV operates, a benchmarking study was undertaken in the following areas:

- Local Heritage facilities; and
- National and International Heritage Facilities.

5.2.1 Local Heritage Facilities

There are already a number of Heritage Centres and facilities operating in Victoria of relevant size to FHMV, including:

- Port Albert Maritime Museum (Wellington Shire) – Established and opened in 1976 the Port Albert Maritime Museum is a historical artefact focused maritime museum. The museum contains both indoor and outdoor displays, archives library, education services and guided tours. The entry fee is between $1 for children and $6 for adults and the museum is open 7 days between 10.30 – 4pm September to May and on weekends over the winter months. Port Albert Maritime museum is operated by a volunteer 12 person incorporated Committee of Management of the Wellington Shire Council.
- Sovereign Hill (Ballarat City Council) - is an open air museum depicting Ballarat's first ten years after the discovery of gold there in 1851. It was officially opened on 29 November 1970 and has become a nationally acclaimed tourist attraction. It is one of Victoria's most popular attractions and Ballarat's most famous.

  Set in the Australian 1850s, the complex is located on a 25-hectare site that is linked to the richest alluvial gold rush in the world. The site comprises over 60 historically recreated buildings, with costumed staff and volunteers, who are able to answer questions and will pose for photos. The recreation is completed with antiques, artwork, books and papers, machinery, livestock and animals, carriages, and devices all appropriate to the era.
- Swan Hill Pioneer Settlement (Swan Hill Rural City Council) - Established in 1963, the Pioneer Settlement allows visitors to experience life in the Mallee for our early settlers from the early 1800’s to the 1930’s. Visitors enter into a typical 1920’s Mallee street with tearooms, lolly shop, music store and drapery. Activities include having a poster printed at the Echo

Printers Shop; dressing up in old fashion costume at the Photography Parlour; and watching the blacksmith make horseshoes. There are also Murray River cruises aboard the PS Pyap and a daily evening Sound & Light show.

- Port of Echuca (Shire of Campaspe) - The Port is home to the largest Paddle Steamer collection in the world, which includes the world's oldest operating wooden hulled paddle steamer, the PS Adelaide built in 1866. There are several historic vessels operating out of Echuca on a daily commercial basis such as PS Pevensey (built 1911), PS Alexander Arbuthnot (built 1923), PS Adelaide (built 1866) operating from the wharf and the PS Emmylou (built 1980 with a steam engine in use from 1906), PS Canberra (built 1913) and PV Pride of the Murray built 1924 as a logging barge operating from Riverboat Dock, a short distance downstream from the main wharf.

  These vessels conduct between 4-6 1hour cruises daily, while the PS Emmylou offers in peak seasons 2x3 hour dinner cruising and 1to 3 nights accommodated cruises for up to 18 passengers. The MV Mary Ann (built 1981) operates as a cruising restaurant in busier times. The Port of Echuca is also restoring PS Success to full working order. When operational, it will be added to the fleet of paddle steamers at Echuca Wharf.

- Bendigo (City of Greater Bendigo) - is popular with heritage tourists and cultural tourists with the focus of tourism on the city's gold rush history. Prominent attractions include the Central Deborah Gold Mine, Golden Dragon Museum and the Bendigo Tramways, all three of which are managed by The Bendigo Trust, a council-intertwined organisation dedicated to preserving Bendigo's heritage.
- Coal Creek Community Park and Museum (South Gippsland Shire) – Coal Creek was initially created to preserve the unique history of coal, the development of the South Gippsland railway and the rural settlement, which was accelerated by the dairy and timber industries. Coal Creek is owned and operated by the Local Shire with four full time staff supported by a strong volunteer group. Entry to the park is free; however the facility is only open Thursday-Monday between 10am and 4.30pm.
- Old Gippstown (Latrobe City) – Is a historical township set in the 1850’s, with extensive gardens and buildings catering for many types of events. It is operated by a not for profit organisation run primarily by volunteers and supported by the Local Shire and State Government. Entry is year round with prices ranging from $7 for adults and $4 for children.

5.2.2 Maritime Facilities

In order to gain an insight into the current landscape and identify what facilities should be considered as part of the FHMV Master Plan, a benchmarking assessment was undertaken on national and International maritime heritage facilities. A summary of the outcome for this assessment is highlighted below (Detailed assessment matrix can be found in Appendix 2).

- There are over 11 maritime heritage facilities currently operating within Australia;
- There are a number of significant maritime heritage facilities operating internationally including the National Maritime Museum Cornwall UK, Centre for Wooden Boats Seattle USA, and the Hardanger Ship Preservation Centre in Norway. All centres have similar characteristics focusing on education and tourism;
- There are ten maritime museums in Victoria, of which three are in regional Victoria being Queenscliff, Warrnambool and Port Albert;
- Port Albert Maritime Museum is located in the Gippsland Region and as outlined previously this is a small museum based around static displays and artefacts;
- The smaller maritime museums are serviced by one staff (and are under resourced) whereas the larger facilities have adequate staffing levels to service the operation and visitors;
- The majority of maritime museums have interactive displays, however the technology and scope varies widely;
- The majority of maritime museums have café operations, and those that don’t are serviced by adjacent cafes within close proximity to the facility;
- The majority of maritime museums have a library; these tend to offer viewing of data and materials by request only;
- Membership is an important revenue stream for most;
- The majority of Maritime facilities rely on volunteer labour to help reduce costs. Volunteer numbers vary from 250 at The Australian National Maritime Museum Sydney to 150 at the FHMV Warrnambool;
- The larger metropolitan based maritime museums have a theatre where as the smaller museums have information on display via standard plasma television audio visual;
- Alternative revenue streams at facilities include birthday parties, functions and conferences;
- The Wooden Boat Centre in Hobart has a Certificate 3 course in boat building via its trade school;
- The WA Maritime Museum Fremantle has annual visitation estimated at 250,000 per annum. The facility has an event function space overlooking the water. The space seats 100 people for a function and 250+ in stand up cocktail mode;
- Tasmania has 2 Maritime Museums - the Wooden Boat Centre (Franklin, Tasmania) indicated annual visitation of 10,000 per annum;
- Smaller regional Maritime Museums such as the Maritime Museum of Townsville attracts 3,800 visitors per annum; admission is $15.00 per family or $6.00 adults and $5.00 children. The museum also has a volunteer and membership program. The average length of visit is approximately 1-1.5 hours;

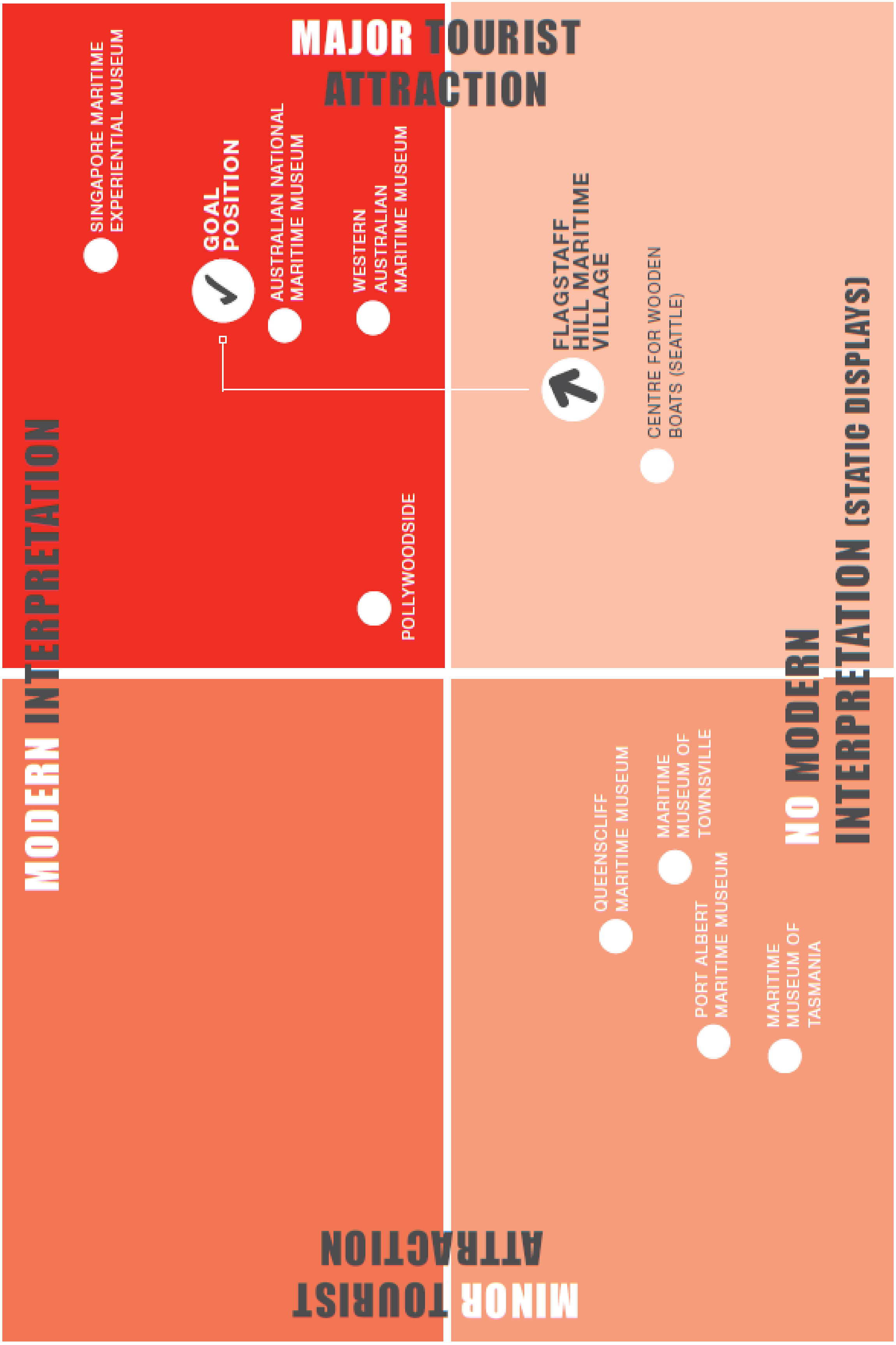
- The Australian National Maritime Museum Darling Harbour Sydney is frequently used for Film and TV production;
- All Museums are heavily focused on education and tourism, offering school excursions for mid-week visitation and holiday programs to maximise the peak demand opportunity during school holidays; and
- It is common for maritime museums to act satellite visitor information centres; dispersing brochures and offering local area advice to visitors. This can provide an additional visitor connection point for the region to promote the regions tourism offering.

5.3 Implications

The following points provide a summary of the implications following a review of the trends and benchmarking information:

- Maritime museums typically have a high level of reliance on volunteers to keep the facility financially viable. An appropriate volunteer structure including training, succession planning and roster will need to be developed for the Maritime Heritage Centre to ensure its ongoing sustainability;
- A review of the heritage facilities in the GOR region indicates that none of these facilities would be classified as major tourist attractions and as such their success is limited;
- The review of other maritime facilities identifies a number of auxiliary facilities and services including:
  - Café;
  - Library;
  - Theatrette;
  - Function and conference facilities;
  - Education Courses (including wooden boat building certificate); and
  - School excursions.
- Following a review of the existing maritime museums both nationally and internationally CSL have formulated the following positioning map based upon FHMV's desired status within the maritime attractions sector. The quality of the interpretation including the definition and appeal of its "theme" within the facility moving to modern interpretation (static displays = low interpretation) is critical to their success. A major tourist attraction is defined by scale of operation, visitation amongst its peers and opportunity within current demand and latent demand. The FHMV Alliance research clearly shows a latent demand for FHMV. It should be stated that the following positioning map explores maritime attractions only and the vision section of this report provides other context as to FHMV potential and current positioning within Victorian regional competitive attractions.

Figure: FHMV Centre Positioning Map within Australian and International Maritime Attractions



6 Site Analysis

The following section reviews the proposed site for the Maritime Heritage Centre.

6.1 Overview

This report examines legislative and regulatory matters that may impact on the future use and development of the FHMV. The report examines the current land tenure status, the legislative provisions governing Crown Land and the Warrnambool Planning Scheme and its provisions governing land use and development.

The report provides guidance on land tenure, development and approval issues associated with the preparation and implementation of the Flagstaff Hill Maritime Village Master Plan.

6.2 Site Features

Flagstaff Hill Village is located on 4.67 ha of Crown land (Crown Allotments 2, 3 and 4, Section 5A, Township of Warrnambool, Parish of Wangoom) with a frontage of over 360m to Merri Street (north boundary), over 218 m to Pertobe Road (west boundary), approximately 245m to the Warrnambool - Geelong Railway Reserve (south boundary) and 86.6 m to a Public Recreation Reserve on the eastern boundary.

The FHMV land is public land reserved under the Crown Lands (Reserves) Act 1978 (CLRA) for the purposes of *“Public recreation and for facilities and services for tourists”.* Warrnambool City Council has been appointed as the Committee of Management under the CLRA with responsibility for the management of the land.

The Crown Land boundaries are shown on the detailed site plan and site aerial photo contained in the appendices. It is noted that some of the facilities and infrastructure of FHMV are located outside of the reserve boundaries

The land is subject to the provisions of the Warrnambool Planning Scheme and is included in the Public Conservation and Resource Zone (PCRZ). This zone is one of a suite of zones that are applied to public land intended for use and development for public purposes.

Planning Scheme overlays also affect the site. Two Heritage Overlays (HO 125 – Warrnambool Lighthouse, HO 126 – Lady Bay Lighthouse and Store), also apply to parts of the site. HO 229 is also shown, but not included in the Schedule to the Heritage Overlay.

Warrnambool’s Planning Scheme specifies the requirement for land use and development approvals and contains a range of provisions that impact on decisions in relation to such approvals. Details of the zone provisions overlay provisions and other planning scheme requirements are provided by WCC as the Responsible Authority for the administration of the Planning Scheme.

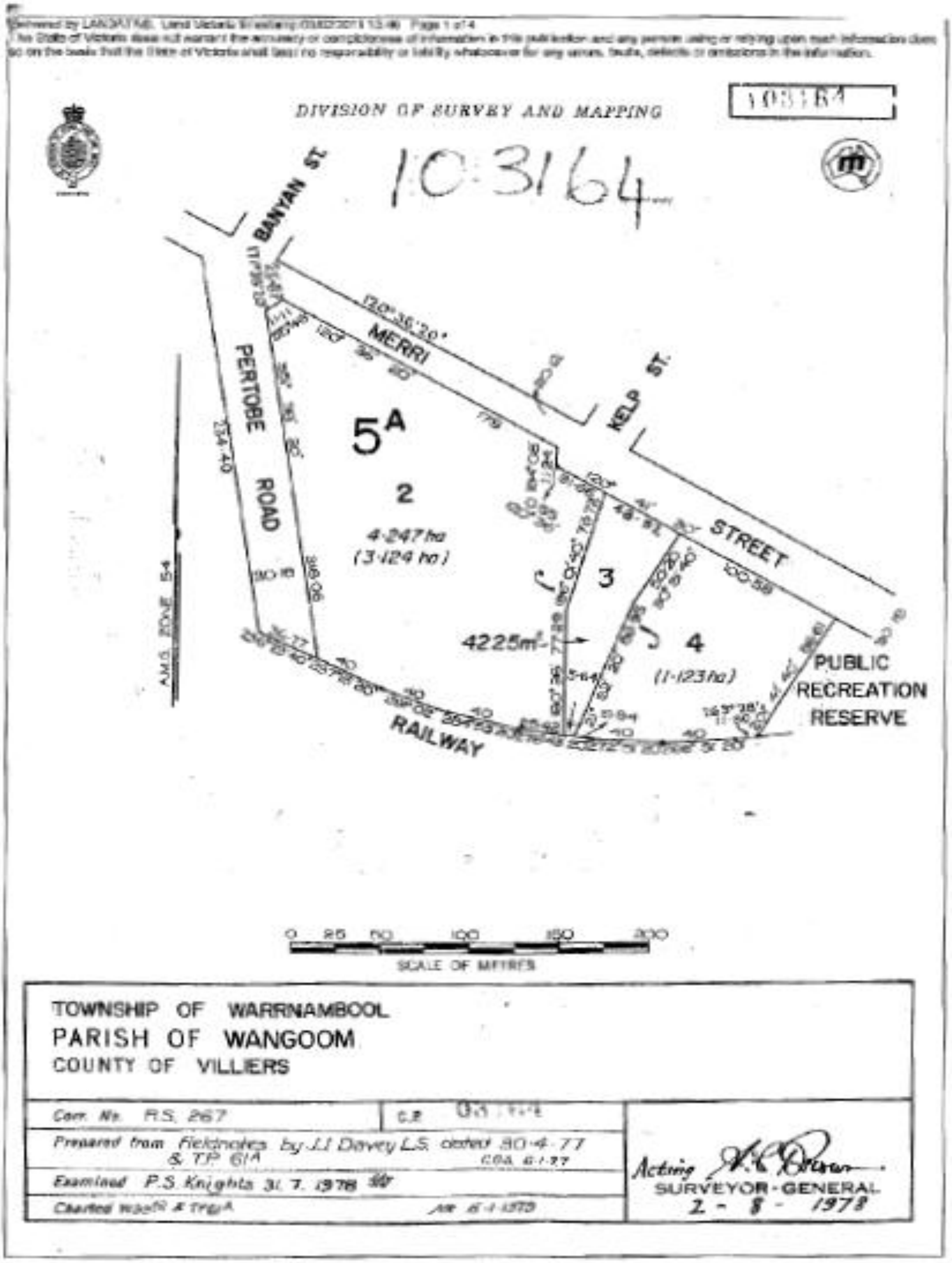


Figure 1: Crown Land Recreation & Tourists Reservation

6.3 Crown Land Legislation

The CLRA provides for public land to be reserved for a wide range of public purposes and for leases and licences to be granted.

6.3.1 Leases

Leases under the CLRA need to be based on demonstration of a community benefit and be provided through an open and transparent process. The lease also needs to demonstrate sustainable management of public land. Most leases are granted for periods up to 21 years (CLRA Sect 17D), but provisions exist for the Minister to grant a lease for periods between 21 years and 65 years (CLRA Sect 17CA). The power to grant leases for periods in excess of 21 years under the CLRA was incorporated in the Act via an amendment in 2009.

In order to grant a lease for a term between 21 and 65 years, the Minister must be satisfied in accordance with Sect 17CA (1) that:

- the purpose of the lease is not detrimental to the purpose for which the land is reserved;
- the proposed use, development, improvements or works specified in the lease are of a substantial nature and of a value which justifies a longer term lease; and
- Granting of a longer term lease is in the public interest.

A business case is required to support a request for a longer term lease which would include details of:

- The strategic importance of the proposal;
- The environmental, social and economic costs and benefits; and
- The capital investment required and justification of the amortisation term.

Other supporting information might include details of the proposed development that demonstrates ecological sustainability in the proposed design, materials, construction and management.

The DSE publications Crown Land Leasing Policy (Oct 2010) and Crown Land Leasing Guidelines (May 2012) provide information on the interpretation and administration of the CLRA. Other key aspects of lease and management provisions in the CLRA include:

- Leases require approval-in-principle from the Minister and Ministerial approval of specific lease terms and conditions;
- With the approval of the Minister a Committee of Management can enter into leases for up to 21 years. The Minister is the landlord for leases over 21 years to 65 years;
- Responsibility for the management of a lease in excess of 21 years can be carried out by a Committee of Management including the collection and expenditure of rents for the leased land;

- An ‘Agreement to Lease’ can be offered where specific events need to precede the grant of a lease, e.g. financial arrangements, planning approval, specified capital works; and
- Rents for a commercial or mixed commercial/community lease are subject to market valuation by the Valuer General Victoria.

6.3.2 Licences

Licences may be granted by a Committee of Management under the CLRA which enable specified activities to be carried out on Crown Land. The rights provided are not exclusive to the licensee. The License term may be from 1 to 10 years and may include provision for the erection of buildings and other structures (in compliance with other legislation/regulations that may apply).

6.3.3 Crown Land Discussion

There is presently one current lease of a portion of the site to “Pippies” Restaurant. This lease expires on 31st December 2015, and there are no current licences issued under the CLRA for the Reserve.

Council has not been provided the power under Sect 16 of the CLRA to grant (subject to Ministerial approval) leases of up to 21 years.

Leases are based on standard ‘proforma’ leases prepared by DSE, which incorporate provisions in a format required for Ministerial approval. Details specific to each lease would also be incorporated and would be subject to Ministerial approval.

To the east of the land reserved for Flagstaff Hill is a triangular parcel of unreserved Crown Land (Crown Allotment 5, Section 5A) with an area of 3,086 sqm and a frontage to Merri St of 95 m as below.

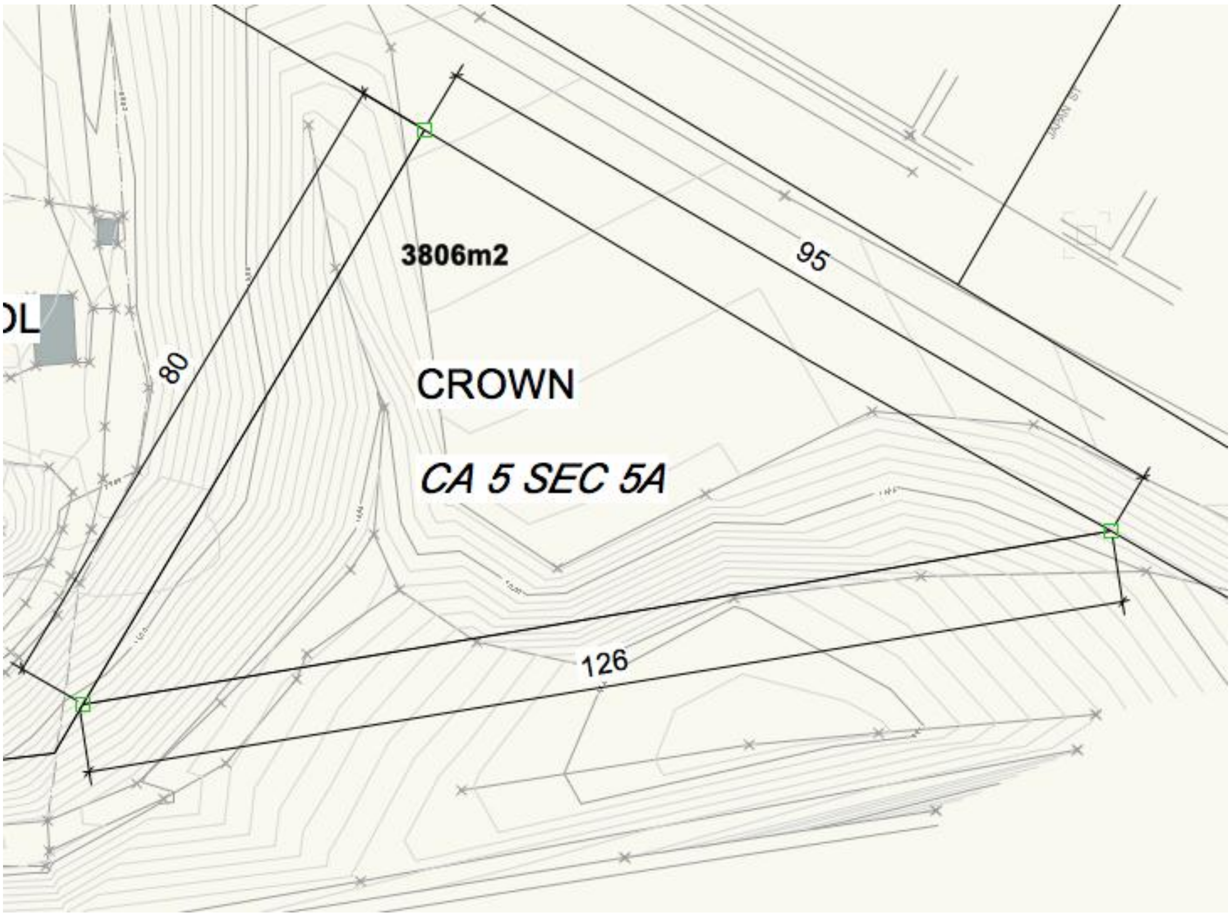


Fig 2: Site details CA 5

Part of this land is at a similar level to Merri Street and a drainage line runs through the western part of the land separating it from the FHMV area. The southern edge of the site slopes down steeply to the Railway Reserve, and it is understood that Council manages this land by informal arrangement with DSE.

Fig 3: Crown Allotment 5 and adjacent Railway Reserve

Discussions with DSE have indicated that the Department would have no objection to a request by Council to incorporate this land in the FHMV reserve. As the land is presently unreserved Crown Land, the formal process of reserving the land under the CLRA would be necessary.

It should also be noted that this action would trigger the provisions of the Commonwealth Native Title Act 1993 and require notification to be given to potential traditional land claimants.

The Native Title Act 1993 does not affect the FHMV site as the reservation of the FHMV land under the CLRA is deemed to have extinguished any potential native title rights over that land.

There is no DSE approved Management Plan under the CLRA as the basis for Council’s, as the Committee of Management, ongoing management of the reserve.

A longer lease term in excess of 21 years is possible in relation to the land reserved under the CLRA, with flexibility in the lease purpose. With the primary criteria being no detriment to the primary purpose of the reserve, substantial value in relation to the proposed investment and the longer term being in the community interest. Activities consistent with the primary purpose of the reserve might include accommodation for tourists, associated food, beverage and retail facilities, tourist amenities and recreation facilities. A case would need to be made to support the longer term demonstrating satisfaction of the criteria indicated.

As previously articulated, the process of establishing a Master Plan, together with its associated consultation and analysis of benefits provides a substantial basis for the development of a business case that would support concepts involving longer term private sector tenure and investment.

6.4 Planning Scheme Provisions

6.4.1 Zone Provisions

The boundaries of Public Conservation and Resource Zone (PCRZ) are shown in Appendix 3. This land includes the whole of the FHMV reserve, the unreserved Crown Land (CA5) to the east and half of the road reserve in Merri Street. The land adjoining: to the north is Residential 1 Zone (R1Z); to the east and south is Public Use Zone 4 (PUZ4) and to the west is within a Road Zone 2 (RDZ2).

The purpose of the PCRZ (Clause 36.03) is to:

- Implement State and Local Planning Policy;
- Protect and conserve the natural environment and natural processes, for their historic, scientific, landscape, habitat or cultural values;
- Provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes; and
- Provide for appropriate resource based uses.

Within the PCRZ the permit requirements are detailed in Clauses 36.03-1 (uses) and 36.03-2 (buildings and works) and are summarised in Table 1below:

Activity	Use Permit	Development Permit	Comments
Camping & Caravan Park	Not required but must be either of the following: A use conducted by or on behalf of a public land manager or Parks Victoria under the relevant provisions of the local Govt. Act 1989, or the Crown Land (Reserves) Act 1978. Specified in an Incorporated plan in a schedule to this zone.	A permit is required, but this does not apply if the building or works is shown in an incorporated plan which applies to the land. Or, The building or works are carried out by or on behalf of a public land manager or Parks Victoria under the local Govt. Act 1989, or the Crown Land (Reserves) Act 1978.	
Car Park, Interpretation Centre & Kiosk	As above.	As above.	

Any other use	Not required but must be a use conducted by or on behalf of a public land manager or Parks Victoria under the relevant provisions local Govt. Act 1989, or the Crown Land (Reserves) Act 1978.	As above.	Apart from the uses specifically listed an incorporated Plan cannot provide for uses that are inconsistent with the public land purpose.
Subdivision	N/A	N/A	Permit is required for subdivision.

An Incorporated Plan can describe and detail the existing and proposed development on a site. Clause 36.03-7 provides:

“An Incorporated plan may include the following information:

- Recognition of existing use and how the area is to be developed;
- The building envelope of any proposed buildings;
- Details of proposed buildings or works. The location of pedestrian or vehicle access points or car parking areas;
- The location of any areas for specific uses and a schedule of specific uses which are allowed without permit;
- Topographic details including any proposed cut and fill;
- The location of existing and proposed features;
- The location of existing native or other vegetation and any proposed landscaping works or areas of vegetation to be added or removed; and
- The identification of sites of flora or fauna significance (including, in particular, any potentially threatened species or significant habitat) or other places of cultural, heritage or scientific value.

The Incorporated plan must be consistent with the intent of the public land reservation under any Act and make reference to relevant policies and guidelines.

An Incorporated plan may be prepared in parts or stages.

A planning scheme amendment would be required to include an Incorporated Plan in the Planning Scheme.

The proposed Master Plan could be prepared in accordance with these provisions and once included in the Planning Scheme via a Planning Scheme Amendment it provides the ability to significantly simplify and streamline any approval requirements under the zone provisions of the Planning Scheme

As indicated in Section 3 parts of the FHMV’s existing development extend beyond the boundaries of the FHMV land reservation. Both the PUZ4 and the RDZ2 are appropriate to public land, but these zones primarily cater to transport and road related uses respectively. Non-transport/road related uses and all works and development associated with such uses are subject to the issue of a permit.

6.5 Planning Overlays

6.5.1 Overlay Provisions

The whole of FHMV is affected by the combined coverage of Heritage Overlays 125 and 126. HO 125 includes the car park, administration, tourist information, restaurant and the reproduction village and barracks. HO 126 includes the two lighthouses, the lighthouse keeper's cottage and the artillery battery (Lady Bay Lighthouse Complex).

A Heritage Overlay is applied to sites to conserve and enhance heritage places of natural or cultural significance, and in particular those elements that contribute to the significance of a heritage place.

Clause 43.01-1 details the requirements in relation to Heritage Overlays. The planning permits requirements in relation to land under a Heritage Overlay are extensive and effectively all buildings and works, including minor works and repairs (with some exemptions) require a permit. Important inclusions in relation to the requirement for a permit are building demolition and alterations, fences, non-domestic disabled access, signs and external painting.

Clause 43.01-2 provides that no permit is required to develop a heritage place which is included in the Victorian Heritage Register. The Lady Bay Lighthouse Complex is listed in the Register and a permit from Heritage Victoria is required in relation to any buildings, works or alterations affecting these assets.

A permit is not required under a Heritage Overlay if the activity is in accordance with an Incorporated Plan that is listed in the Schedule to the Overlay. There is no Incorporated Plan currently listed in the Schedule for either of the Overlay items.

6.5.2 Planning Policy

Planning policy, both State and local is a key consideration in planning approval decision making.

State Planning Policy relevant to FHMV (contained in the SPPF):

- Supports coastal and marine tourism in suitable locations, particularly within existing settlements;
- Provides for the protection of heritage assets from inappropriate development;
- Seeks to manage and protect the GOR landscape and environment; and
- Encourages sustainable tourism and resource use and supports key regional industries such as tourism.

Local planning policy (developed by Warrnambool City Council and contained in the LPPF) relevant to FHMV:

- Recognises the importance of tourism to the local economy and employment opportunities;
- Values and seeks to protect heritage assets;
- Recognises FHMV as an important tourism and education asset for the community and supports its development as a regional tourism icon.

It further seeks to establish Warrnambool as a western gateway to the GOR region and a regional touring hub, promoting tourism based strategies for maritime, heritage, environmental and sporting assets

6.5.3 Other Provisions in the Planning Scheme

Use and development of the FHMV site also needs to comply with the following Planning Scheme provisions:

6.5.4 Advertising Signs (Clause 52.05)

This clause regulates advertising signs according to the nature of the land use on the site and surrounds. There are four general categories of land use under which advertising is regulated and range from Category 1 – Business Areas to Category 4 – Sensitive Areas.

The Public Conservation and Resource Zone is a Category 4 area, which applies the most restrictive provisions in relation to the size and types of signs permitted. A sign that provides the name or details of a business conducted on the site cannot exceed 3 sqm in area and a permit is required for such signs. There is a limited range of public information and event signs that may also be provided under these provisions.

6.5.5 Car Parking (Clause 52.06)

A new use or development needs to make provision for car parking in compliance with the provisions of this clause. The number of car parking spaces required to be provided for a particular use is specified, together with the design standards for all car parking areas. The total number of car parking spaces provided for a mixture of uses on a site needs to consider the car parking required for each individual use proposed in a development. The number of car parking spaces required may be reduced with the approval of the Responsible Authority (Council) on consideration of a number of criteria specified under this clause, including demand patterns in relation to the site and the various uses conducted on the site, public transport availability, existing car parking availability and other factors.

Detailed consideration of these provisions is required in relation to a new development proposal on the site.

6.5.6 Licensed Premises (Clause 52.27)

This clause applies to premises licensed, or to be licensed, under the Liquor Control Reform Act 1998. New premises that propose to serve alcohol to the public require a permit under these provisions. A proposal to extend the hours, increase the maximum number of patrons or extend the trading hours of existing licensed premises would also require a permit. Some specific categories of proposed licensed premises are referred to either the Director of Liquor Licensing or the Chief Commissioner of the Victoria Police under Clause 66 of the Planning Scheme.

6.6 Site Issues and Constraints

There are a number of issues and constraints in relation to the site that may impact its suitability for development. Some of the issues that need to be considered prior to exploring the next phase of planning are:

- The reservation of the FHMV Crown Land for "Public recreation and for facilities and services for tourists" under the Crown Land (Reserves) Act (CLRA) provides scope for a range of related commercial, tourism and recreation attractions and facilities to be carried out on the site;
- Council is the Committee of Management for the reserve under the CLRA. There is no approved Management Plan for the site and the preparation of a Master Plan will only provide direction for management and investment;
- Lease terms under the CLRA are normally for up to 21 years, but long term leases for a term of up to 65 years may be granted by the Minister for purposes appropriate to the reservation that meet the criteria under the DSE Crown Land Leasing Policy 2010;
- A business case is required to support a request for a long term lease;
- An opportunity exists for vacant Crown Land to the east (CA 5) to be reserved under the CLRA and brought under FHV management. The assessment of this land in relation to the Commonwealth's Native Title Act 1993 is required but the addition of this land may provide scope for the expansion of FHV and its related facilities;
- Under the Warrnambool Planning Scheme the Public Conservation and Resource Zone applies to the FHMV reserve. Within this zone there is no permit requirement for use or development carried out by the public land manager (Council). This exemption does not apply to other entities, such as a private sector investor;
- If an Incorporated Plan related to the reserve was included in the Planning Scheme, there is no permit required for a use or development consistent with the Incorporated Plan in relation to the PCRZ. The inclusion of an Incorporated Plan in the Planning Scheme would simplify the approval processes for proposals consistent with that Plan, particularly for private investment; and
- The reserve is subject to Heritage Overlay provisions. Development within the land containing the Lady Bay Lighthouse portion of the Overlay requires a permit from Heritage Victoria as it is listed on the Victorian Heritage Register. The balance of the site is also subject to a Heritage Overlay and all buildings and works require a permit related to this Overlay.

7 Consultation

A comprehensive approach to community and stakeholder consultation was adopted to ensure the views of all parties were considered and a shared understanding of the future FHMV needs was determined. A range of consultation processes were employed which included workshops, group and one on one phone interviews. A full list of groups and representatives consulted can be found in appendix xx.

The outcomes of the consultation are contained herein. An additional workshop was held with Warrnambool City Councillors.

7.1 Warrnambool City Council – Officers

A meeting was conducted with representatives from WCC and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• FHMV has been declining in revenue, visitation and yield for the past 5 years.	• Decline in visitation • Revenue decline • Lack of capital spend • Lack of modern and interactive interpretation • Night show content and technology dated • No group/schools accommodation on site • Steep gradients make patron walking difficult	• New Master Plan to activate FHMV with: • Interactive interpretative displays • Access state maritime collection displays • Temporary exhibition space • New show • Lifts to reduce impact of slope • Activate the village through interpretative display • Increased events

7.2 FHMV Master Planning Reference Group

A workshop was conducted with representatives from the FHMVRG. The Reference Group has been formed as a representative group of interested parties including local businesses, historians and the local educational sector to support and advise WCC on the FHMV Master Plan and the following is a summary of key outcomes from this consultation:

Background Information	Key Issues	Key Opportunities
• The Reference Group includes members from • FHMV • WCC • Community • FHMV advisory committee • Tourism Victoria • Regional Development Victoria • Department of Sustainability and Environment • Shipwreck Coast Marketing	• Decline in visitation • Revenue decline • Lack of capital spend • Lack of modern and interactive interpretation • Night show content and technology dated • No group/schools accommodation on site • Steep gradients make patron walking difficult	• Interactive interpretative displays • Access state maritime collection displays • Temporary exhibition space • New show • Lifts to reduce impact of slope • Activate the village through interpretative display

7.3 Community Workshops

A total of 4 community workshops were held at FHMV to obtain broad community views on FHMV and to contribute to the Master Plan process. The following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• Community workshops were an open forum advertised within the community offering an opportunity to speak on the future of FHMV • 4 workshops were held in total over a period of 2 days • The community were very positive towards FHMV and proud that it is located in Warrnambool. • However they agreed there is a need to improve the attraction to guarantee its future	• Show quality, production and content including language (accents) needs updating • FHMV slope especially for older people • Not enough space for temporary exhibits • Village increase life and tell stories of historical past	• Strengthen link to GOR • Regional Major tourist attraction with state maritime museum displays, events and temporary exhibits, new show, indigenous maritime link, whale interpretation • Group accommodation including whalers cottages • Potential fun rides (whale) • Introduce broader themes such as marine, fishing, diving • Interactive touch screens with language option • Genealogical Maritime library based at FHMV

7.4 Education Sector

A series of phone and in person interviews were conducted with representatives from Deakin University including Professor Greg Wood, head of the Warrnambool campus, and Gerry Quinn Chair of Marine Biology and school of life and sciences. The following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• Deakin University have been a partner with FHMV through events and voluntary support. • Deakin believe that FHMV is critical to the Warrnambool City Council and the region due to its historical significance. • Deakin has 1000 students on campus and 1000 students off campus	• FHMV (and Warrnambool) lack connectivity to GOR	• Deakin partnership: • Volunteering • Events • Work integrated learning 104 hours per student in a trimester • Internships • Whale interpretation • Marine and fishing & agriculture interpretative displays linked to Deakin programs • Indigenous heritage related to marine • Deakin marine program displaying footage from underwater programs

7.5 Tourism Victoria

Meetings were conducted with CEO Leigh Harry, and Manager Investment Attraction Nick Byrne and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• Tourism Victoria are a major stakeholder in the FHMV Master Plan study • Tourism Victoria are determining the priority list for regional attraction project support based on visitor demand, appeal and long term viability • Tourism Victoria were a key stakeholder in the GOR 2030 infrastructure gap analysis	• Source market attractiveness for regional Maritime and Heritage attractions needs to be explored further. • The overall appeal of regional heritage attractions also needs to be determined • Loch Ard and FHMV relationship needs to be considered and addressed as a single package • The product has to be interesting and have visitor appeal through interpretative displays • FHMV needs to be a part of GOR package and Warrnambool package • GOR visitors 50% day trip bus up and back • Entrance experience poor • Displays static	• FHMV has a good base to build from to support the attractions and Warrnambool's future growth • The idea presented to expand the attractions appeal and offer broader than maritime had interest • Link to GOR • Link to Loch Ard gorge • Indigenous touring routes potential alignment to FHMV • Exciting entrance experience to encourage visitation • Visual museum • Village requires more life • Package up food experience with an entry ticket

7.6 Shipwreck Coast Tourism

A meeting was conducted with Carole Reid CEO Shipwreck Coast Tourism and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• Shipwreck Coast Tourism is the regional tourism association for the Warrnambool to Portland regional area. • From July 2013 it is proposed that Shipwreck Coast Tourism is merged with Geelong Colac Otway tourism to form the GOR regional tourism board	• FHMV old, tired and this is impacting visitor appeal • FHMV disconnected to GOR • FHMV internationally is a difficult sell as single purpose Maritime offer lacks international visitor appeal. • FHMV needs to contextualise its role in maritime history • Limited marketing dollars to attract new visitors	• Free independent travellers visiting Warrnambool after a GOR visit • Strong educational component critical • Indigenous marine inclusion in offer to attract International visitors • Group accommodation • Align FHMV offer with GOR through broader interpretation • Major regional tourism attraction to drag visitors further down the coast • Retail offer realigned to include local produce and quality images of GOR

7.7 Warrnambool Family History Group

A response was prepared by Ray Welsford OAM Secretary and public officer of the Warrnambool Family history group and the following is a summary of the response:

Background Information	Key Issues	Key Opportunities
• The Warrnambool Family History Group was formed in 1980and has been part of the FHMV family since • The group has more than 100 members mainly local • WFHG has a substantial history of genealogical records • FHMV staff access records to provide visitors (UK/NZ skew) with family history	• WFHG storage needs are exhausted and a new location is required • WFHG requires a new home • Records could be lost as current storage not totally secure.	• Heritage Hub at FHMV with WDHS located as a part of FHMV • Secure Victoria's and Warrnambool's history in a safe location • Service provided to visitors (strong VFR product opportunity) • New attraction for FHMV • Genealogy is the 3rd most visited topic on internet

7.8 Regional Development Victoria

Meetings were conducted with representatives from RDV including Dianne Barrie, Anthony Walkley and Brad Ostermeyer, and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• RDV are a major stakeholder in the FHMV Master Plan study and consider Warrnambool are major growth opportunity in the region • RDV supported the original FHMV night show to increase yield in Warrnambool by generating overnight stays.	• The following areas need to be determined: • Who is FHMV targeted to? How do FHMV attract GOR international visitors? • What is the offer and align to the target market? • What do visitors need? • Can FHMV add to the liveability attraction of the region • Simple pricing required • If Warrnambool occupancy not full why have FHMV major accommodation?	• Offer requires multiple shows to keep fresh and encourage return visits "Great Southern trail" theme • Museum theme expansion to include genealogy, whales, related to marine, maritime and trade • State Maritime collection at FHMV • Activate lake area in the village • Packaging tickets with food and broader Warrnambool attractions

7.9 Department of Sustainability and Environment

A meeting was conducted with Peter Appleford and Peter Watkinson of DSE, and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• DSE currently land manage parts of FHMV on behalf of the Victorian Government • DSE also oversee the lease for Pippies Restaurant however the WCC manage the tender process • DSE view FHMV as a unique attraction within Victoria	• FHMV alignment to GOR • FHMV role in Warrnambool along with other attractions including whaling, tower hill • No packaging of attractions	• FHMV as a broader offer including marine, reality cameras • Package up local attractions • Warrnambool as the accommodation hub for an extended GOR visit

7.10 FHMV Staff

A meeting was conducted with staff from FHMV and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• A workshop was help with FHMV staff to obtain their views on FHMV and future master Plan	• Sound quality poor in lake show • Show content 10 years old • Access from Lake Pertobe • Limited retail in the village difficult to activate as not a lot of life • Museum space limited therefore no rotation or temporary exhibits to keep fresh and encourage return visits • Entrance experience poor "need theatre" • Old style displays and technology in museum • No street theatre in village	• New show • New museum with interactive display using latest technology and space for travelling artefacts, storage and exhibitions • Increase village life with horse and cart rides, retail shops, more buildings, more animals, holograms in buildings, street theatre • Utilise barracks by cannon firing hourly with a performance and marching band through village • New introductory experience theme at reception (gangplank etc.) • Whaling station in museum • Indigenous display (tower hill align) • Upgrade barracks for accommodation • Electric train in village for mobility and improved access • More boat building on site

7.11 Heritage Victoria

A meeting was conducted with Jim Gardner CEO, Rhonda Steele, and Susanna Collis from Heritage Victoria, and the following is a summary of the key outcomes:

Background Information	Key Issues	Key Opportunities
• Heritage Victoria manages the state maritime collection of which a number of items are currently on loan to museums throughout Victoria. There are however many artefacts which are in storage and this could present a visitor product through FHMV • HV believe FHMV has authenticity, connection to its place is strong as Warrnambool has a strong connection to the sea and its fragile coastline	• Loch Ard artefacts require suitable facilities including a secure location and a museum curator. • Warrnambool should be a natural end point to the GOR experience	• FHMV house Victorian shipwreck collection best in Victoria and add to collection over time • Curator at FHMV • Interactive touch screens to tell stories • Genealogy research centre at FHMV • Different shipwreck stories broader than Loch Ard • Village and interpretive centre to be an immersive experience of what life was like at sea • Position Warrnambool as the natural end to the GOR • Leverage off Warrnambool's high quality accommodation and abundance of cafes/restaurants • Introduce smuggling stories as a theme into FHMV • Food and Wine artefacts on display at FHMV (100 year bottles of wine etc.)

7.12 Warrnambool and District Historical Society

A response was received from Glenys Phillpot President of the Warrnambool and District Historical Society and the following is a summary of the response:

Background Information	Key Issues	Key Opportunities
• WDHS is a voluntary body that aims to preserve the historical significance of Warrnambool.	• Current storage facilities of WDHS records inadequate and potentially not secure • Public access limited	• Heritage Hub including WDHS and WFHG historical research

8 Key Development Drivers

There were some common themes revealed as a consequence of the consultation process with regards to the development of FHMV. It was generally thought that any development should be of scale to increase visitation and deliver community benefit to the WCC, whilst also balancing the commercial realities of both capital funding and ongoing operational costs.

A summary of the key development drivers can be found in the table below.

Development Drivers	Outcome
Major Tourism attraction status which can be the focal point and common thread for Maritime Heritage in GOR region	• Quality facility recognised Interstate and internationally amongst tourism sector. • Increased tourism visitation and economic benefit to the region and to the state.
Urban renewal of FHMV site	• Improved infrastructure at FHMV and WCC.
Education	• Skills transfer and Maritime Heritage of area retained and passed onto future generations. • Modern interpretation to engage with primary and secondary schools. • Retention of young adults in the area through offering TAFE engineering certificates and vocational educational training courses.
Support local economic development	• Support existing Marine businesses and develop new businesses.
Engage the local community	• Introduction of free entry to lower lake and village areas. • Requirement for a shared cycling and walking path to town, along the railway escarpment, around the perimeter and to the foreshore. • Creation of a community hub and a volunteer network.
Sustainability	• Centre must be financially viable. • Centre must be environmentally sustainable.
Architecture	• Centre must include a focus on historical design to maintain the integrity and the aesthetics of the area supporting the vision of a Major Historical Tourist Attraction.

Access	• Addressing steep grading issues to increase patron comfort and a positive visitation experience.
Events	• Critical to the future development of FHMV and contingent upon the new event lawn.
Accommodation	• Future opportunity for private investment and the attraction of groups.

9 Interpretation Options Overview

The table below provides a summary of the three interpretation theming concepts for FHMV developed by the project team and that formed the basis for visitor research. Current FHMV offering was also incorporated into visitor research. Each can be outlined below:

Option 3:Loch Ard and peacock focus (current theme)	Option 4: Shipwrecked	Option 5/6: Great Southern Ocean	Preferred Option:
• The theme whilst serving FHMV well will not support a new vision for the attraction due to its limited appeal. There are many other stories to be told.	• Through the display of the states shipwreck collection, along with clever interpretation and well-researched storylines about the tragic loss of life, marine and social history, we will draw visitors into a highly educational and entertaining discovery of the power and fragility of life sailing our hazardous coast line. The Shipwreck option is the closest to the current offer however expanded to include new interpretative techniques and telling stories of the 15 significant shipwrecks relative to FHMV, WCC	• A new expanded theme which tells stories of the power of our Great Southern Ocean including the numerous and tragic shipwrecks that have littered our coastline <u>but</u> …. there is a far greater story to be told. World class interpretation and well-researched storylines about our Great Southern Ocean will draw visitors into a highly educational and entertaining discovery experience. Visitors will explore the strength, fragility, and	• Great Southern Ocean theme is the preferred option because it tells a far greater story, which has strong visitor appeal as identified through research and consultation.

Option 3:Loch Ard and peacock focus (current theme)	Option 4: Shipwrecked	Option 5/6: Great Southern Ocean	Preferred Option:
	and GOR coastline.	marine life including whales and people stories, industry, trade and connections to our first inhabitants of our Great Southern Ocean including indigenous, European and later Asian gold prospectors. • Incorporating the state maritime collection is a strong addition to the theme and visitor appeal.	

10 Demand Assessment

The following demand assessment has been based on benchmarking maritime facilities, current tourism statistics and the conservative assumption estimates.

10.1 Forecast Visitations

In undertaking the assessment various characteristics of FHMV's operations and assumptions regarding current and future operations have been made. These are necessary to undertake an assessment of the potential impact on selected options including the base case (status quo), as well as options 3 and the preferred option.

10.1.1 Growth

Growth rates have been based on a continuation of the current trends which have been based on average annual growth over the past 5 years, and assessment of the likely impact of the proposed investments on visitor growth numbers.

Estimated Attendance Growth	Years 1-3	Years 4-10	Years 11-20
Base case	-6.7%	-6.0%	-6.0%
Option 3 Minor Upgrade	0.5%	0.5%	0.2%
Option 4 Shipwrecked	1.7%	1.7%	1.2%
Preferred Option GSO Medium Growth Scenario	7.0%	4.0%	3.5%
Sensitivity GSO Low	5.0%	2.0%	1.5%
Sensitivity GSO High	9.0%	6.0%	5.5%

The medium scenario aligns to the visitor research study which clearly outlined FHMV unmet demand with potential to increase 92% from current visitation levels. Further background data for these assumptions included the projected population growth for Victoria over the next 10 years at 1.5%, and at 1.2% for the following 10 years; with the trend rate of growth of visitation to Warrnambool being 1.1% over the past five years.

10.1.2 Broader economic impacts

Visitors to FHMV are most likely to spend other money in the local economy during their visit. The value of this extra expenditure has been derived from the NVS data after expenditure at FHMV is deducted. The total direct impact on the Warrnambool economy is equal to the value of construction (project) expenditure less the cost of local funding of this expenditure plus the expenditure in Warrnambool of visitors specifically attending FHMV.

The indirect or flow on effects of these expenditures have also been calculated.

Caution should be exercised in using flow on data as it can overstate benefits; however it provides a useful guide for assessing the overall value of a component of the local economy. If this component is removed, total local economic losses are not likely to fully equal the sum of direct and indirect impacts as estimated as other activities will be likely attract expenditures. However, in a small regional economy the alternatives may not be readily available for tourists.

10.2 Project Cost Estimates

The following tables outline the associated high level cost estimates for each considered option:

10.2.1 Summary of Total Cost by Option

The table below provides a summary of the development options considered for FHMV:

Flagstaff Hill Maritime Village					DRAFT MASTERPLAN OPTIONS ASSESSMENT			
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
	TOTAL ITEMS 1 - 4	$0.00	$0.00	$4,845,000.00	$12,870,900.00	$15,416,800.00	$25,780,000.00	$14,815,900.00

10.2.2 Merri Street & Car park

Flagstaff Hill Maritime Village					DRAFT MASTERPLAN OPTIONS ASSESSMENT			
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
1	MERRI STREET & CARPARK							
1.1	Carpark Improvement (5,500m2)	No	No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	$200,000.00	$200,000.00	$200,000.00	$200,000.00	$200,000.00
1.2	*Corner Feature Sculptural Element*	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$80,000.00	$80,000.00	$80,000.00	$80,000.00
1.3	Landscape Improvements (1000m2)	No	No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	$20,000.00	$40,000.00	$60,000.00	$80,000.00	$60,000.00
1.4	Merri Street Bus Stop	No	No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00
1.5	Merri Street Shared Path (520 lin.m.)	No	No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	$320,000.00	$320,000.00	$320,000.00	$320,000.00	$320,000.00
	SUBTOTAL 1.1 - 1.5	$0.00	$0.00	$555,000.00	$655,000.00	$675,000.00	$695,000.00	$675,000.00

10.2.3 **Interpretation Centre**

Flagstaff Hill Maritime Village					**DRAFT MASTERPLAN OPTIONS ASSESSMENT**			
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
2	**INTERPRETATION CENTRE**							
2.1	***Landscaped Forecourt (470m2)***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$90,000.00	$135,000.00	$180,000.00	$135,000.00
2.2	**Extension to Interpretation Centre (orig. floor area 1800m2)**	No	No	No	Yes	Yes	No	Yes
	Additional floor area allowed for (m2)	-	-	-	900	1,800	-	$ 900
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$3,600,000.00	$7,200,000.00	-	$ 3,600,000
2.3	**New Interpretation Centre (proposed floor area 3600m2)**	No	No	No	No	No	Yes	No
	Visitor Centre, Function Room, Auditorium, Lift to Village & Cafe							
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	-	-	$14,400,000.00	-
2.4	**Visitor Centre Relocation**	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$100,000.00	$100,000.00	$100,000.00	$100,000.00
2.5	**Demolition of original Interpretation Centre (1800m2)**	No	No	No	No	No	Yes	No
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	-	-	$750,000.00	-
2.6	**Immersive Entrance experience**	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$ 60,000	$ 120,000	$ 300,000	$ 120,000
2.7	**4D theatre (within Interpretation Centre)**	No	No	No	No	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	-	$ 300,000	$ 500,000	-
2.8	**Interpretation - Museum**	No	No	Yes	Yes	Yes	Yes	Yes
	Soundscapes, holograms etc.							
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	$ 250,000	$ 750,000	$ 1,400,000	$ 2,800,000	$ 1,400,000
	SUBTOTAL 2.1 - 2.8	**$0.00**	**$0.00**	**$250,000.00**	**$4,600,900.00**	**$9,256,800.00**	**$19,030,000.00**	**$5,355,900.00**

10.2.4 Village Experience

Flagstaff Hill Maritime Village				DRAFT MASTERPLAN OPTIONS ASSESSMENT				
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
3	VILLAGE EXPERIENCE							
3.1	***New Seating Terrace (43 lin.m. X total of 5 Terraces top & bottom)***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$215,000.00	$215,000.00	$215,000.00	$215,000.00
3.2	***Event Lawn (580m2)***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$50,000.00	$50,000.00	$50,000.00	$50,000.00
3.3	***New Village building***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.							
3.3.1	*Rotunda*	-	-	-	$150,000.00	$150,000.00	$150,000.00	$150,000.00
3.4	***Access/slope/grade reconfiguration***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$200,000.00	$200,000.00	$200,000.00	$200,000.00
3.5	***Lift for access to Lake***	No	No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.	-	-	-	$150,000.00	$150,000.00	$150,000.00	$150,000.00
3.6	**Landscape Improvements (1000m2)**	No	No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.			$40,000.00	$60,000.00	$80,000.00	$100,000.00	$80,000.00
3.7	***Interpretation - Village Life***	No	No	Yes	Yes	Yes	Yes	Yes
	Soundscapes, holograms etc.	-	-	$100,000.00	$750,000.00	$1,200,000.00	$1,500,000.00	$1,200,000.00
	Allowance only. Itemised cost to be prepared during Masterplan stage.							

10.2.5 **Lake Experience**

Flagstaff Hill Maritime Village					DRAFT MASTERPLAN OPTIONS ASSESSMENT			
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
4	**LAKE EXPERIENCE**							
4.1	***Update Sound & Light Show***		No	Yes	Yes	No	No	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.		-	$3,000,000.00	$3,000,000.00	-	-	$3,000,000
4.2	***Shipwreck theme playground (270m2)***		No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.		-	-	$300,000.00	$500,000.00	$700,000.00	$300,000.00
4.3	***Tall rigging course***		No	No	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.		-	-	$250,000.00	$250,000.00	$250,000.00	$250,000.00
4.4	**Lake edge boardwalk (245 lin.m.) incl. dry dock access**		No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.		-	$800,000.00	$800,000.00	$800,000.00	$800,000.00	$800,000.00
4.5	**Landscape Improvements (2500m2)**		No	Yes	Yes	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage.			$100,000.00	$150,000.00	$200,000.00	$250,000.00	$200,000.00
4.6	**New Lake buildings**							
	Allowance only. Itemised cost to be prepared during Masterplan stage.		No	No	Yes	Yes	Yes	Yes
4.6.1	*New historical buildings (4) at lake edge*	-	-	-	$1,000,000.00	$1,000,000.00	$1,000,000.00	$1,000,000.00
4.6.2	*Workyard*		-	-	$200,000.00	$200,000.00	$200,000.00	$200,000.00
4.6.3	*Fencing (75lin.m.)*		-	-	$40,000.00	$40,000.00	$40,000.00	$40,000.00
4.6.4	*Dry dock & roof*	-	-	-	$300,000.00	$300,000.00	$300,000.00	$300,000.00
4.7	**Building conversion**		No	No	No	Yes	Yes	Yes
	Allowance only. Itemised cost to be prepared during Masterplan stage. *Indoor Day education facility (former Sound & Light Show theatre)*		-	-	-	$150,000.00	$150,000.00	$150,000.00
	SUBTOTAL 4.1 - 4.7	**$0.00**	**$0.00**	**$3,900,000.00**	**$6,040,000.00**	**$3,440,000.00**	**$3,690,000.00**	**$6,240,000.00**

10.2.6 Historic Precinct

Flagstaff Hill Maritime Village						DRAFT MASTERPLAN OPTIONS ASSESSMENT		
PROJECT COST ESTIMATES								
		OPTION ONE	OPTION TWO	OPTION THREE	OPTION FOUR	OPTION FIVE	OPTION SIX	Preferred Option Five (with variations)
		Do nothing	Alternative Use	Minor Upgrade/Refurbishment	Shipwrecked Interpretation	Great Southern Ocean Experience	Great Southern Ocean (new building)	Great Southern Ocean Experience
5	**HISTORIC EXPERIENCE**							
5.1	***Heritage Site Building***		No	No	No	No	No	Yes
						-	-	$300,000
5.2	***Interpretation***		No	No	No	No	No	Yes
			-	-	-	-	-	$100,000.00
5.3	***Fencing (195 lin.m)***		No	No	No	No	No	Yes
			-	-	-	-	-	$100,000.00
	SUBTOTAL 4.1 - 4.7	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$500,000.00**

10.2.7 Exclusions:

- Upgrade school camp site;
- Group accommodation (by private sector arrangement);
- Cottages (by private sector arrangement);
- Establishing trades on site;
- New Boats incl. model boat & rowboat hire (by commercial operator); and
- Rowitta disposal.

11 Options Analysis

The table below highlights the relative pros and cons of four development options for the Maritime Heritage Centre considered before settling on a preferred option.

Option 3	Pros	Cons
FHMV Minor upgrade refurbishment	• Low capital spend • Refreshes attractions • Maritime museum displays added • New sound and light show	• Doesn't solve many issues • Financial drain with continuing subsidises required • Limited new visitor growth Reputation impact GOR maritime world class brand
Option 4	**Pros**	**Cons**
Shipwrecked Interpretation centre 900m2 Lake show retained Accommodation on site Museum and village separated as village becomes free entry	• Reputation benefit to the GOR maritime world class brand • Uses the state collection available • Plenty of stories • Gives life to static areas • Daily program of activity • Accommodation on site • Separates museum and village • 75% unassisted • Some ticketed entry retained • State shipwreck collection opportunity – exists	• Lack of volunteers available • Sustainability – people • Depth of trades available • Access to site

Option 5	Pros	Cons
Great Southern Ocean interpretation centre 1800m2 4D Theatre replacing lake show: • Discovery Centre • Show relocated to discovery centre • Current nightly show space converted to educational facility • New playground • New rope course	• Reputation benefit to the GOR maritime world class brand • Raises position of Warrnambool as major regional centre • Broad interpretative scope • Maritime, conservation, navigation, environment, research, indigenous inclusive • Connects to land and sea • Updatable and relevant • History of settlement in region • New audience potential (interstate, international, education) • New lift for easier access particular the older and highly interested segment • Deakin link to marine science • Operational savings (people mover) • Potential to increase yield, visits and overnight stays • Access to grants	• Volunteers resistance to major change • Capital investment • Loss of lake show (move indoors 4D theatre) • Is this the right location? • Space required • Theme generality • Relevance to existing offer – village fit • May require a name change and / or rebranding • Elements of risk
Option 6	**Pros**	**Cons**
Great Southern Ocean interpretation and new Building: • Discovery Centre	• Reputation benefit to the GOR maritime world class brand • Greater potential Warrnambool (major visitor attraction)	• Capital cost to reconfigure and new building • Resistance to major change • Sensitivity to relocation of village

• Lake; relocate some buildings to create concentrated space • Show relocated to discovery centre • Current nightly show space converted to educational facility • New playground • New rope course	• Potential visitation, yield increase • GOR link • Operational cost efficiencies • Remove people mover cost • Reduce labour on night show tours • Addresses slope issues • New audience – Great Southern Ocean theme • Night and day show, all weather show • Commercial revenue ticket opportunities (packaging) • More space for displays, permanent and temporary • Retain community investment in village • Rowita working boat building display • Within planning regulations	• Loss of outdoor show concept (move indoors) • New name resistance • Is location right?
Preferred Option 5 (with variations)	**Pros**	**Cons**
Great Southern ocean interpretation however with variations: • Discovery centre 900m2 • No 4D theatre and retention of the lake show but update the sound and light lake	• Reputation benefit to the GOR maritime world class brand • Increased local community access through free entry area, shared walking / cycling tracks, operational village, and new event lawn for hosting of events • Raises position of Warrnambool as major regional • Broad interpretative scope	• Capital investment • Space required • Theme generality • Relevance to existing offer – village fit • Require a name change and rebranding • Elements of risk • Removal of the Rowita

show to include the 15 shipwrecks • Public promenade • Extension to the Information Centre • Cafe below - roof terrace • Heritage site entry free paid experience • New event lawn with terraced seating • New lake edge boardwalk • Upgrade dry dock including access to a covered work area • Themed playground and tall rigging course	• Maritime, conservation, navigation, environment, research, indigenous • Connects to land and sea • Updatable and relevant • History of settlement in region • New audience potential (international, education) • Deakin link to marine science • Operational savings (people mover) • Potential to increase yield, visits and overnight stays • Access to grants • Regraded slope and new lift	

11.1 Multiple Bottom Line Analysis

The following information provides a Multiple Bottom Line (MBL) analysis of the potential development options for FHMV.

	MBL Analysis				Need / Justification or Issue
	Financial Outcomes	Social Outcomes	Tourism Outcomes	Environmental Outcomes	
Option 3 – Minor Upgrade	Lower capital investment won't necessarily translate into a more sustainable business, or create operational stability, because the investment is not significant enough to generate desired new audiences.	Limited additional community engagement or benefit as the offer is not substantially different enough to the status quo.	Limited increased tourism and economic benefit. Support may be limited due to distance and the offering on an isolated basis.	Minor impact if any.	The nominated level of financial commitment doesn't materially alter the value proposition. Distance, isolation, and a narrow offering in the market will not draw significant enough numbers to support the investment.
Option 4 - Shipwrecked	Capital investment at this level will no doubt benefit FHMV in the short term, but it will be difficult	Community engagement and benefit can be strong via engagement with events	Potential state significant tourism product. Tourism Victoria, Regional	No significant negative impact, but potential upside through new landscaping and replanting of land on site.	While this option provides the opportunity to refresh and develop the site, it would not be extensive enough to generate sustained revenue growth.

	MBL Analysis				Need / Justification or Issue
	Financial Outcomes	Social Outcomes	Tourism Outcomes	Environmental Outcomes	
	to sustain this model over a longer period of time.	and the generation of additional tourism through connection to GOR.	Tourism and GOR have already expressed support for the product.		
Option 5 – Great Southern Ocean (with variations)	With the 4D theatre removed and reduced discovery centre space the additional capital investment over and above option 4 is minimal and would create significant returns to justify consideration of alternative.	Community engagement and benefit can be strong via engagement with events and the generation of additional tourism through connection to GOR.	Potential state significant tourism product. Tourism Victoria, Regional Tourism and GOR have already expressed support for the product.	No significant negative impact, but potential upside through new landscaping and replanting of land on site.	This level of financial commitment would provide FHMV with the opportunity to refresh and develop the site. Additionally, it would allow for a change to the business offering, critical to the attraction of new audiences and broader markets. With the reduced floor space and no 4D theatre there is a significant enough difference in interpretation theme between this and option 4 to warrant an increased capital investment to this level.

	MBL Analysis				Need / Justification or Issue
	Financial Outcomes	Social Outcomes	Tourism Outcomes	Environmental Outcomes	
Option 6 – Great Southern Ocean new building	Capital cost is seen as too high to warrant investment on projected returns, and the inevitable increase d size of the operation would require significant recurring costs to be met annually.	Community engagement and benefit would be strong via engagement with events and the generation of additional tourism through connection to GOR and broader Int'l tourism.	Potentially significant attraction, but not considered financially viable in the current market and with such significant barriers to entry through distance.	Larger waste and development footprint would need to be managed within the overall design.	Not recommended as capital cost too high to justify.
Preferred Option 5 (with variations)	Introduction of free entry and new interpretative centre driven by a visionary theme should allow FHMV to develop a more sustainable business that generates new	Community engagement and benefit can be strong via engagement with events and the generation of additional tourism through	Potential state significant tourism product in conjunction with 12 Apostles and Tower Hill. Tourism Victoria, Regional Tourism Victoria and	No significant negative impact envisaged, but potential upside through new landscaping and replanting of land on site.	This level of financial commitment would provide FHMV with the opportunity to refresh and develop the site. Additionally, it would allow for a change to the business offering through the Great Southern Ocean theme critical to the attraction of new audiences and broader markets.

	MBL Analysis				Need / Justification or Issue
	Financial Outcomes	Social Outcomes	Tourism Outcomes	Environmental Outcomes	
	audiences and capitalises on the opportunities presented through GOR tourism.	connection to GOR, shared cycling/walking paths and free entry to the lower lake and village areas.	GOR have already expressed support for the product.		

12 Preferred Option: Great Southern Ocean Theme

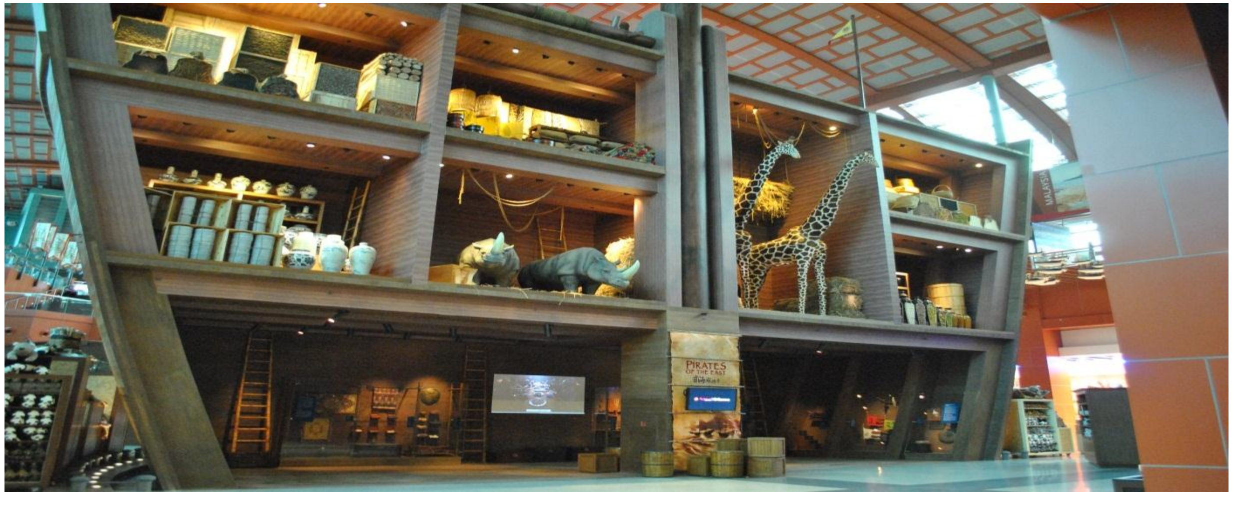
The preferred option (Option 5 with variations) total capital costs are $11.3M. CSL is confident that the allocated budget will allow the creation of 3 to 4 high quality interactive experiences in the discovery centre and additional experiences in the village and lake areas. Below are a number of examples of the type of experiences we have considered appropriate for the project when budgeting, which aligns to the Great Southern Ocean concept.

- An immersive weather experience, simulating being on the lookout in the crow's nest of a tall ship. Wind, water, lighting, sound, movement.
- Navigate a freighter through a rocky channel. 180 degree AV interactive display with full ships controls allowing trainee ships captains to test their skill against the famous shore line at its most fearsome;
- A fully interactive shipwreck location map projected onto a printed or undulating shore line on the floor allowing visitors to walk among the wrecks. As they do so additional information appears on surrounding surfaces giving detailed shipwreck information and links to further stories.

And although these are currently concepts, each could be delivered to a high level for the allocated funds, with plenty of less expensive options that would further enhance and complement these key displays.

Below is a selection of examples demonstrating various possibilities used at other interactive maritime attractions.


S.S. HARVARD
LOS ANGELES


PIRATES
OF THE EAST

12.1 Preferred Option Benefits Summary

It is CSL's view that the preferred option "Great Southern Ocean" for the FHMV site will deliver on and considers the multiple stakeholders needs that are primarily outlined below:

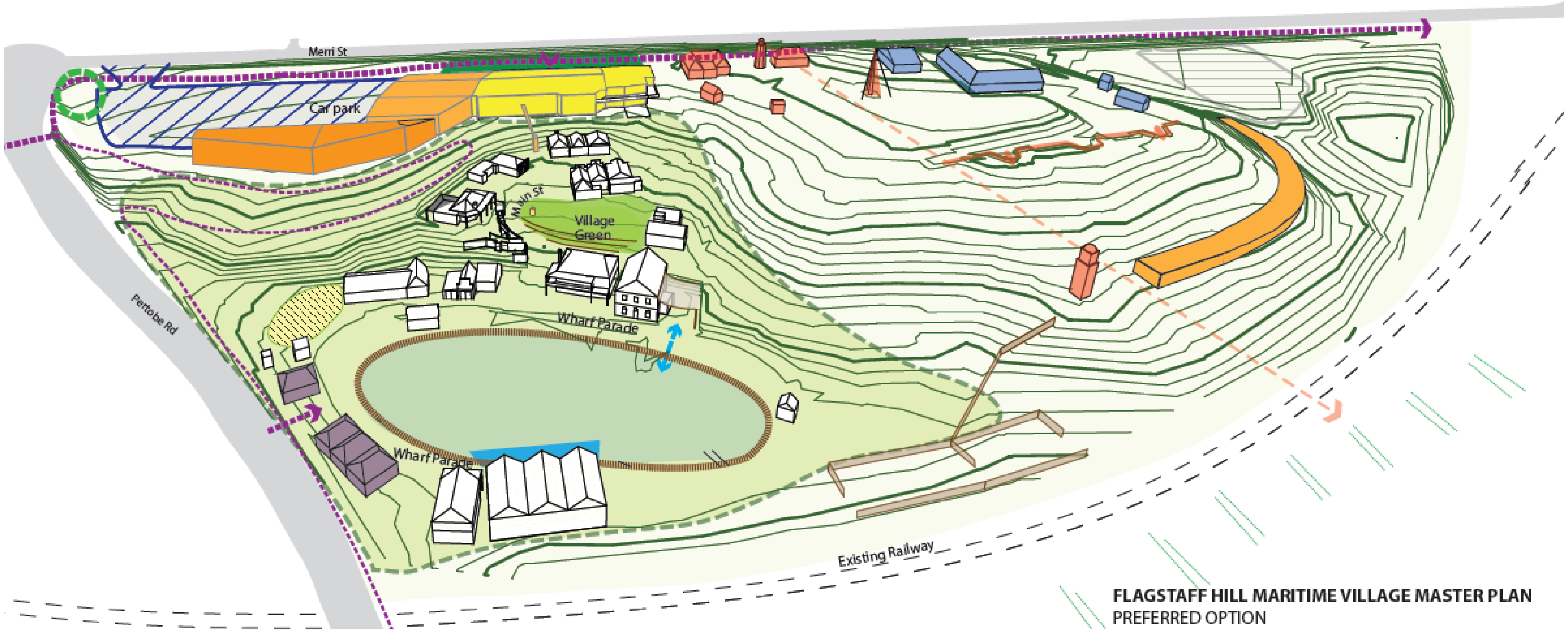
- New vision which supports capital investment;
- Major regional tourism status objective aligned to 12 Apostles, Victoria's most visited regional attraction;
- Positioned one hour's drive from 12 Apostles;
- Improved visitor experience through the paid Great Southern Ocean interpretation concept and upgraded lake show experience;
- A free historic precinct to engage visitors and the community in events and retail on site;
- Lift access to address the site grading issues for older visitors which are the most interested visitor segment;
- Contribution to the urban renewal of the site and WCC aligned to CBD redevelopment;

- Increased and sustainable economic development as the increased visitors to the region can generate incremental revenues for current and new businesses including the potential for future private sector investment in accommodation;
- Multipurpose facilities capturing increased visitation and yield via alternative revenue streams of business events (conferences), leisure events (weddings, events etc.) and the education sector through flexible class room space;
- Increased yield for the GOR region though the attraction of more International/interstate visitors;
- Provides greater flexibility and usable event space for community and commercial use;
- Interactive interpretation for school children and visitor needs;
- Creation of a Maritime facility which can be utilised as a community hub;
- Capital cost delivers a quality facility which can support existing and new businesses in the WCC; and
- Supports additional employment opportunities in operations and construction.

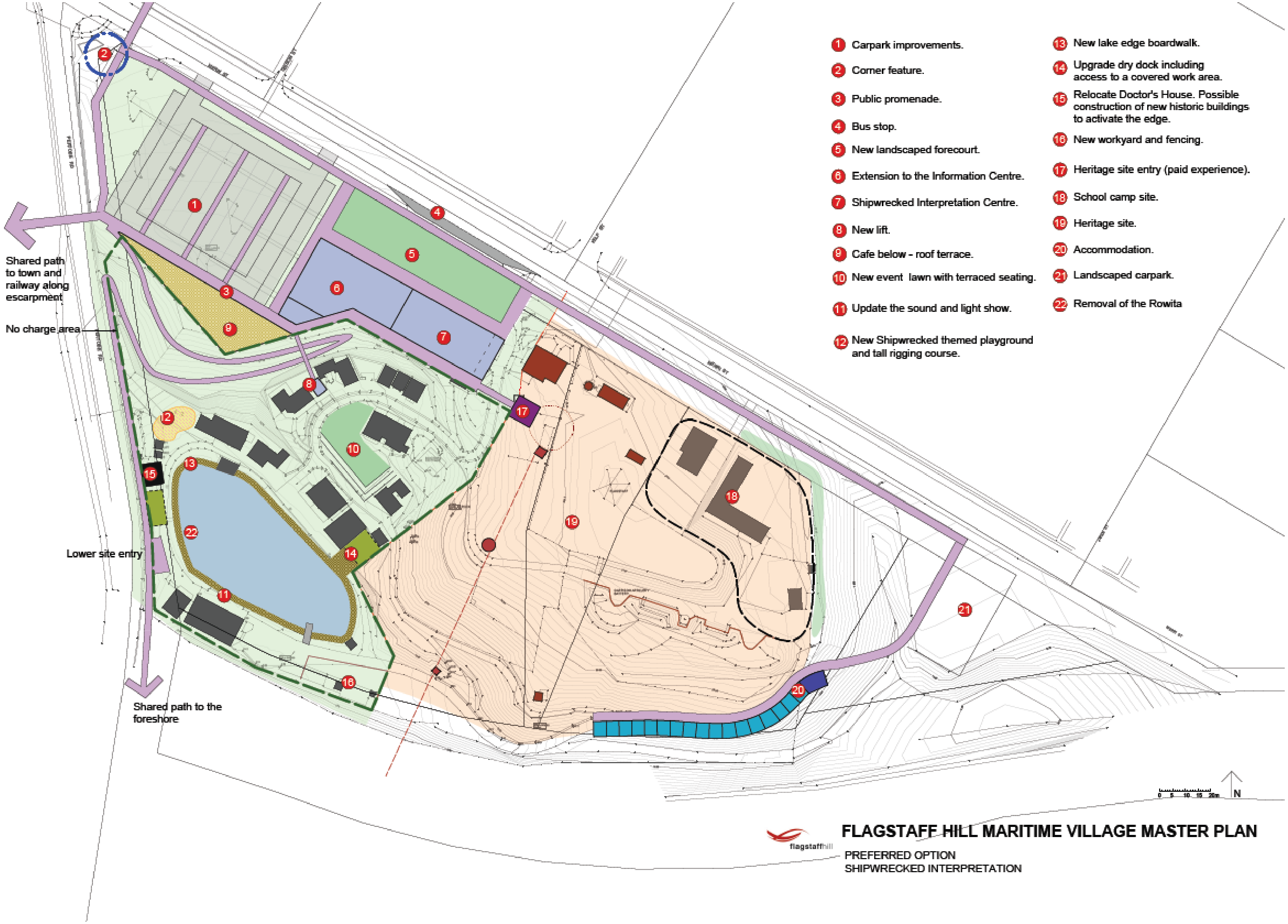
12.2 Preferred Option Master Plan

KEY

- Upgrades to the Visitor Centre including new immersive experience and new lift access to the village green
- Extension to the Information Centre
- New cafe below with roof terrace
- New accommodation - private sector investment
- New landscaped forecourt
- Car park improvements
- New landscaped carpark
- Merri St shared path and entry
- New event lawn with terraced seating and village life interpretation
- Update sound and light show
- New lake edge boardwalk
- Upgrade dry dock including access and covered work area
- New Shipwrecked themed playground and tall rigging course
- Relcate Doctor's House and construct three new historic buildings to activate lake edge
- School camp site
- New workyard and fencing
- Existing Heritage elements
- Existing village buildings open to the public (no charge area)
- No charge site area



FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
PREFERRED OPTION


1 Carpark improvements.
2 Corner feature.
3 Public promenade.
4 Bus stop.
5 New landscaped forecourt.
6 Extension to the Information Centre.
7 Shipwrecked Interpretation Centre.
8 New lift.
9 Cafe below - roof terrace.
10 New event lawn with terraced seating.
11 Update the sound and light show.
12 New Shipwrecked themed playground and tall rigging course.
13 New lake edge boardwalk.
14 Upgrade dry dock including access to a covered work area.
15 Relocate Doctor's House. Possible construction of new historic buildings to activate the edge.
16 New workyard and fencing.
17 Heritage site entry (paid experience).
18 School camp site.
19 Heritage site.
20 Accommodation.
21 Landscaped carpark.
22 Removal of the Rowita
Shared path to town and railway along escarpment
No charge area
Lower site entry
Shared path to the foreshore
N
flagstaffhill
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
PREFERRED OPTION
SHIPWRECKED INTERPRETATION

13 Business Case Assessment

The following section will provide a financial assessment of the FHMV, including the revenue streams and expenses as well as providing a 20 year outlook on the financial performance.

13.1 Approach

The net benefit evaluation applied has two components, a financial analysis undertaken from the points of view of FHMV and the WCC; and an economic analysis considering the impact of FHMV operations on the regional economies including the broader Warrnambool and the Great Ocean Road Regions.

Our evaluation is based on a traditional benefit-cost analysis using real costs and benefits. That is, all the values are in 2013 dollars and all future cash flows are discounted to reflect the opportunity cost of expenditures. The discount rate used is 4% in real terms (equivalent to around 6.5% in current dollar terms), and represents a reasonable return on public expenditure. Both the financial and economic evaluations ensure that capital costs met by FHMV and/or WCC are included in the analysis.

As with a typical benefit cost assessment, an appraisal of a base case is also provided. The impact of the proposed investment reflects the difference in the Net Present Values of cash flows associated with the project option and the base cases.

Direct economic impacts of FHMV have been calculated by estimating the broader economic expenditure of visitors to FHMV, who travel to Warrnambool specifically to attend the attraction. This has been calculated on 5% of the total, as indicated by the NVS data, with a similar share used for visits to the GOR.

While the link between visits to the larger GOR region and a specific attraction is more difficult to establish, a conservative approach using a specific stay for one extra night (and/or a day visit) has been adopted. The specific impact of one attraction amongst a collection of attractions may actually be larger as the sum of the individual impacts may be less than the sum of the collective attractions.

Overall economic impacts include the influences of the flow on expenditure related to tourism expenditure. That is the purchases of retail and accommodation providers and construction services from other local businesses, their purchases of labour in the local area and in turn the purchases of these employees. This has been done through the use of specific Input-Output tables estimated for each economic area assessed. These multiplier impacts tend to be more significant as the geographic region expands, and more transactions are made within a larger region, particularly if the larger region includes a significant city.

It should also be noted that the multiplier impacts include an estimate of lost benefits due to less expenditure on other activities through Council's potential investment in FHMV. These impacts are significant as the flow on benefits of

Council expenditure in the Warrnambool and GOR regions are greater than those associated with the Construction industry, which attracts most of the planned project expenditure.

13.2 Financial Assessment

We believe the forecasts provide a reasonable assessment of the likely accounting impacts on the entities assessed, in current day cash terms of the planned investment, and detail the likely impact on FHMV over time.

The economic impact assessment provides context for evaluating the overall worthiness of project, while the economic evaluation considers the impact of the project on the broader economy in which the project is located.

These impacts consider the bearing of funds attracted to the region for capital investment, and the impact of expenditures by persons visiting the region specifically to attend FHMV. The economic analysis does not consider the expenditure of all visitors to the facility, although it undoubtedly this assists the local economy, it is possible much of this expenditure would be made in the local area without the facility in question.

The focus of the economic assessment is the difference that is made to the regional economy by the provision of a specific service, in this case FHMV. The more robust assessment is the direct expenditure impact though the consideration of flow on impacts is useful as it considers the likely overall longer term effects of expenditure associated with a specific project.

13.2.1 FHMV Financial Performance

Estimated attendance 2011-12	FSH and Shipwrecked		Value in 2013 Dollars	
FSH	32,966			
Shipwrecked	23,340			
	Total	**Average**		
Attendance income FSH	$278,628	$8.45	$8.64	
Attendance spend S'wrecked	$375,278	$16.08	$16.43	
Retail spend	$247,430	$4.39	$4.49	
Other Revenue	$352,127	$6.25	$6.39	
FMVH revenue	$1,253,463	$22.26	$22.75	
Cost of labour	$932,904			
Average cost of labour	$16.57			
Cost of operations	$461,426			
Factor for relationship between vists and operations costs				
	Fixed	Variable	Fixed	Variable
Ratio	80.0%	20.0%		
Value	$369,141	$92,285	$377,262	$94,315
Average cost of operations per attendee	$6.56	$1.64	$6.56	$1.68

13.2.2 Assumptions

As real revenue (adjusted for inflation) growth has largely reflected attendance growth, with revenue growth assumed to match attendance growth in real terms.

Expenditure was as estimated in the consultant's report of September 2012, with no capital expenditure scheduled for the base case, $4.9m for Option 3 and $14.82m for the preferred option.

13.2.3 Cost sharing

It has further been assumed that WCC would be able to contribute a total of $1.2m for the redevelopment under Option 3 and $3.7m over three years for the redevelopment proposed under the preferred option. WCC would under these arrangements provide 25 per cent of the costs of all options presented. It is assumed the balance of the funds required will be of greater share and accessed through State and Federal Government grants as well as other external sources.

13.2.4 Capital renewal

For all options it is assumed that to maintain the expected growth rates some expenditure on capital renewal will be required. This allows for new technologies to be introduced and avoids the facility to fall behind visitor expectations. An expenditure of $1m (real 2013 dollars) every fifth year has been allowed for.

13.2.5 Financial Impact

The adoption of the preferred option is the only option to provide a net benefit of $4m for FHMV and Council, when compared to continuing FHMV operations on an 'as is' basis or options 3 and 4. Clearly the current operations are facing declining patronage, which threatens the viability of the attraction.

	Financial Impacts	
	FMVH	W'bool City
	NPV	NPV
Base Case	-$8,766,071	-$8,766,071
Option 3	-$2,999,683	-$4,224,683
Option 4	-$1,282,891	-$4,507,891
Preferred Option	$4,061,602	$356,602

Net Present Values of assessed development options (20 years of operations)

These results suggest that over the next 20 years the sum of operational returns from FHMV will be a loss equivalent to $8.77m in current values. Whilst a terminal 7 year timeline for the base case could have been explored it is highly likely that FHMV due to its community and social value in WCC will continue to exist and the WCC will have to support even under a do nothing or little model. A 20 year plan for a base case option therefore also provides a level of comparison (like with like) for the alternative options.

If the preferred option was to be adopted, we forecast there would be stronger growth reflecting the increase in persons over 50, which according to the research undertaken is a prime market for FHMV style attractions.

Under this option, cash flows for FHMV would be positive with a net present Value of $4m and for WCC, the NPV of cash flows would be $356K a lower return for WCC reflects the cost of project investment contributed by the Council.

13.2.6 Economic Impacts

The impact of the operations of FHMV on the regional economies of Warrnambool and the GOR under the assessed Options are provided below. This table details the direct value of visitor expenditure specifically attracted to the regions and the likely value of associated flow expenditures.

The preferred options delivers a positive direct GRP of $4.17m to WCC and $4.3m to GOR and an additional $7m GRP including flow ons to WCC and $11m to GOR. Appendix

	Economic Impacts			
	Warrnambool		Great Ocean Road	
	Direct GRP	Economic Impact GRP incl'g flow ons	Direct GRP	Economic Impact GRP incl'g flow ons
Base Case	-$454,997	-$865,108	-$379,003	-$2,941,161
Option 3	$1,055,706	$5,168,519	$1,120,031	$8,666,932
Option 4	$3,313,207	$6,029,294	$3,502,411	$8,802,965
Preferred Option	$4,171,449	$7,664,369	$4,310,932	$11,082,233

13.3 Funding Options

A number of funding options have been reviewed for the Maritime Heritage Centre including:

Funding Options	Likelihood
Private Sector funding	• Unlikely in FHMV's current state and given the present financial climate, but CSL believe there are great long-term opportunities for private investment; especially concerning accommodation.
Benefactor / Sponsorship	• Unlikely, however the project may attract a level of sponsorship, benefactor funding.
WCC	• Priority for the project and potentially up to 25% funding commitment critical for RDV funding consideration, • WCC benefits derived through economic development including tourism, education and related commercial marine outcomes. • Critical for project support and shows local commitment.
RDV	• Potential funding due to increased Tourism for the state and economic development within GOR/WCC region. • To secure Federal support the Victorian Government will have to demonstrate commitment to the project through funding.
Federal Government RDA	• Regional Development Australia potential investment required providing WCC and Victorian Government provide matching funds.
Private Sector	• Potential to fund accommodation on site under a 65-year lease term. As previously stated 65 years may be granted by the Planning Minister for purposes appropriate to the reservation that meet the criteria under the DSE Crown Land Leasing Policy 2010.

13.4 Funding Recommendation and Implementation Plan

13.4.1 Funding

Our recommendation for funding the $14.82M project is a combination of the above options, commencing with a 25% commitment from the WCC ($3.7M) supported by the Victorian State Government and Regional Development Australia (RDA) grant based on an agreed matching ratio to secure the remaining funds. The WCC and the Victorian State Government would jointly approach RDA and apply for the grant under this partnership model. Where possible private sector intent would also be included in the submission as a direct benefit of public money being spent.

13.4.2 Implementation Plan

A potential implementation priority plan for the project developed over 3 years in stages is recommended below:

Funding Components	Capital Cost	Priority / Year
Interpretation Centre	• $5.3M	• One
Lake Experience	• $6.4M	• Two
Village Experience	• $3.12M	• Three
Historic Precinct		
Merri Street and Car Park		

14 Key Considerations

14.1 Critical Success Factors

It is the view of CSL that the following factors will have an impact on commercial success in the development of the project;

- Buy in to an “Aspirational Vision” to encourage government, community and private sector interest;
- Alignment to likely visitor segments;
- Relevance to WCC Central Business District urban renewal program and access and interconnectivity with FHMV in this context;
- Alignment to ethnicity source markets and where possible the indigenous and migration opportunity;
- Further development in the Master Plan of public access strategies;
- As previously outlined, any redevelopment should include a focus on the local community, regardless of the eventual scale of investment, creation of shared pathways between the town centre and FHMV and the inclusion of live facilities are critical to the overall success of the site;
- Reliance of one funding stream for this development should not be seen as an option, as outlined in the previous section in order to gain buy in from multiple levels of government, FHMV should be funded from multiple sources;
- Widespread promotion of FHMV is critical to achieving the forecast level of visitations and the overall success. FHMV will need to receive marketing support from multiple streams including WCC and Tourism Victoria aligned to 12 Apostles and Tower Hill packaging opportunity;
- The Centre will need to be managed and operated in line with industry best practice; the management team will need to be fiscally prudent to manage the facilities margins to ensure that it remains sustainable; and
- An assumption has been made that visitations to the Warrnambool region and GOR area will continue to grow, if this trend does not continue this will affect overall sustainability.

14.2 Risk Analysis

It is important to identify possible risks, and CSL has developed a risk matrix for FHMV to inform the final master plan and next stages. The greatest risks are highlighted in bold type:

High

Impact on FHMV	• Lack of investment / interest from government to fund • No agreed long-term vision for FHMV by Council • Base infrastructure services not delivered (and articulated in plan) • Lack of demand from tourists • Confusion on rules of engagement e.g. leasing structure, management of operations • Conservation - natural environment • Planning approval not granted by authorities	• Lack of maintenance funding to preserve heritage buildings • Climate change • Decline in traditional visitor source markets • Funding being directed to other attractions i.e. Loch Ard Gorge
	• Community support (mitigate by continued community consultation) • Lack of demand from the local community	• Whole development delivered over 10 years

Low Likelihood of Happening **High**

14.3 Conclusions

Consultation, visitor research and review of previous documentation from FHMV have identified that the redevelopment of FHMV is an important project in order to protect the heritage of the local area and to provide ongoing tourism to the local area.

Although a return has been projected over the 20 year period of the preferred option and sensitivity analysis at the low and high growth levels remains positive for the project, this should be weighed up strategically by WCC against the overall economic and tourism impact of the development and the projected operating profit FHMV might produce.

Any decision as to whether to proceed with the redevelopment of FHMV should not be solely based on whether the facility will make a profit or loss. A facility such as FHMV has the potential to bring further beneficial outcomes to the region including economic development through tourism, employment and volunteer positions, solidification of the maritime history, culture of the region and further ties to the GOR.

14.4 Next Steps

To continue the progression of the FHMV, CSL believes that WCC in an inter-agency approach should undertake the following next steps:

- Discuss the FHMV within each respective organisation to determine interest for the project considering the capital and financial costs as outlined;
- Discuss and brief Regional Development Victoria;
- Discuss and brief Regional Development Australia Barwon South-West; and
- The Warrnambool City Council should use the FHMV study to formulate an application for the Federal Governments Regional Development Australia Fund.

Appendix 1 – Detailed Demographics

Economy[1]

Estimates of Personal Income		2004	2005	2006	2007	2008
Wage and salary earners	No.	13,654	13,964	14,223	14,516	-
Wage and salary income	$m	403.6	434.4	463.0	483.5	-
Average Wage and salary income	$	29,557	31,108	32,555	33,306	-
Own unincorporated business earners	No.	3,104	3,044	3,092	3,136	-
Own unincorporated business income	$m	56.7	63.7	59.8	61.9	-
Average Own unincorporated business income	$	18,258	20,937	19,349	19,742	-
Investment earners	No.	9,323	9,769	9,672	10,171	-
Investment income	$m	61.0	68.7	77.9	88.7	-
Average Investment Income	$	6,542	7,036	8,051	8,719	-
Superannuation and annuity earners	No.	875	946	989	1,006	-
Superannuation and annuity income	$m	13.0	14.7	16.7	19.1	-
Average Superannuation and annuity income	$	14,870	15,537	16,868	18,982	-
Other income earners (excl. Government pensions & allowances)	No.	1,649	1,737	1,900	1,967	-
Other income (excl. Government pensions & allowances)	$m	1.5	1.6	2.1	2.7	-
Average other income (excl. Government pensions & allowances)	$	897	906	1,108	1,381	-

[1] Table 1: 1379.0.55.001,National Regional Profile, Warrnambool (C), 2004-2008, Australian Bureau of Statistics

Wage and Salary Earners by Age and Sex		2004	2005	2006	2007	2008
Males - 15,years to 24 years	no.	1,545	1,564	1,596	1,597	-
Males - 25 years to 34 years	no.	1,555	1,538	1,538	1,546	-
Males - 35 years to 44 years	no.	1,566	1,616	1,599	1,600	-
Males - 45 years to 54 years	no.	1,418	1,399	1,427	1,478	-
Males - 55 years to 64 years	no.	795	847	887	929	-
Males - 65 years and over	no.	167	213	231	234	-
Males - Total	**no.**	**7,046**	**7,177**	**7,278**	**7,384**	**-**
Females - 15,years to 24 years	no.	1,430	1,459	1,502	1,528	-
Females - 25 years to 34 years	no.	1,477	1,456	1,426	1,454	-
Females - 35 years to 44 years	no.	1,533	1,553	1,592	1,615	-
Females - 45 years to 54 years	no.	1,491	1,528	1,568	1,615	-
Females - 55 years to 64 years	no.	595	693	753	805	-
Females - 65 years and over	no.	83	98	104	115	-
Females - Total	**no.**	**6,609**	**6,787**	**6,945**	**7,132**	**-**
Persons - 15,years to 24 years	no.	2,975	3,023	3,098	3,125	-
Persons - 25 years to 34 years	no.	3,032	2,994	2,964	3,000	-
Persons - 35 years to 44 years	no.	3,099	3,169	3,191	3,215	-
Persons - 45 years to 54 years	no.	2,909	2,927	2,995	3,093	-
Persons 55 years to 64 years	no.	1,390	1,540	1,640	1,734	-
Persons - 65 years and over	no.	250	311	335	349	-

Persons - Total	**no.**	**13,655**	**13,964**	**14,223**	**14,516**	**-**

Wage and Salary Earners by Occupation		**2004**	**2005**	**2006**	**2007**	**2008**
Managers and Administrators	no.	958	983	1,021	1,026	-
Professionals	no.	2,379	2,458	2,493	2,561	-
Associate Professionals	no.	884	886	916	989	-
Tradespersons and Related Workers	no.	1,530	1,593	1,634	1,646	-
Advanced Clerical and Service Workers	no.	305	306	291	283	-
Intermediate Clerical, Sales and Service Workers	no.	2,121	2,150	2,261	2,299	-
Intermediate Production and Transport Workers	no.	783	819	844	848	-
Elementary Clerical, Sales and Service Workers	no.	1,702	1,768	1,766	1,901	-
Labourers and Related Workers	no.	1,870	1,907	1,905	1,915	-
Not Stated	no.	1,121	1,093	1,089	1,050	-
Total wage and salary earners	**no.**	**13,653**	**13,963**	**14,220**	**14,518**	**-**

Population2

Estimated Resident Population by Age and Sex		2004	2005	2006	2007	2008
Males - 0 to 4 years	no.	974	989	981	986	1,009
Males - 5 years to 9 years	no.	1,194	1,153	1,128	1,119	1,126
Males - 10 years to 14 years	no.	1,242	1,236	1,258	1,278	1,274
Males - 15,years to 19 years	no.	1,201	1,228	1,234	1,271	1,308
Males - 20 years to 24 years	no.	1,042	1,109	1,203	1,276	1,273
Males - 25 years to 29 years	no.	920	910	905	924	962
Males - 30,years to 34 years	no.	989	985	1,012	1,014	1,017
Males - 35 years to 39 years	no.	985	994	997	1,034	1,040
Males - 40 years to 44 years	no.	1,073	1,081	1,050	1,051	1,055
Males - 45 years to 49 years	no.	1,009	1,014	1,065	1,112	1,150
Males - 50 years to 54 years	no.	938	962	1,003	997	1,011
Males - 55 years to 59 years	no.	832	855	880	878	884
Males - 60 years to 64 years	no.	618	636	677	770	799
Males - 65 years to 69 years	no.	513	553	547	547	577
Males - 70 years to 74 years	no.	515	495	518	502	480
Males - 75 years to 79 years	no.	379	416	426	435	462
Males - 80 years to 84 years	no.	273	273	285	286	288
Males - 85 years and over	no.	173	184	187	193	199
Males - Total	**no.**	**14,870**	**15,073**	**15,356**	**15,673**	**15,914**
Females - 0 to 4 years	no.	1,034	1,024	999	1,050	1,072
Females - 5 years to 9 years	no.	1,078	1,049	1,069	1,072	1,051
Females - 10 years to 14 years	no.	1,130	1,142	1,119	1,096	1,122
Females - 15,years to 19 years	no.	1,071	1,124	1,201	1,248	1,237

[2] Table 2: 1379.0.55.001,National Regional Profile, Warrnambool (C), 2004-2008, Australian Bureau of Statistics

Estimated Resident Population by Age and Sex		**2004**	**2005**	**2006**	**2007**	**2008**
Females - 20 years to 24 years	no.	1,091	1,095	1,125	1,164	1,233
Females - 25 years to 29 years	no.	936	930	977	1,034	1,009
Females - 30,years to 34 years	no.	1,034	1,037	981	977	1,016
Females - 35 years to 39 years	no.	1,032	1,031	1,075	1,097	1,089
Females - 40 years to 44 years	no.	1,183	1,174	1,156	1,150	1,152
Females - 45 years to 49 years	no.	1,081	1,107	1,132	1,174	1,197
Females - 50 years to 54 years	no.	982	999	1,006	1,046	1,083
Females - 55 years to 59 years	no.	838	907	962	942	936
Females - 60 years to 64 years	no.	669	688	741	792	832
Females - 65 years to 69 years	no.	632	637	650	669	687
Females - 70 years to 74 years	no.	589	618	626	622	615
Females - 75 years to 79 years	no.	563	555	531	533	534
Females - 80 years to 84 years	no.	450	452	481	473	476
Females - 85 years and over	no.	392	411	414	442	457
Females - Total	**no.**	**15,785**	**15,980**	**16,245**	**16,581**	**16,798**
Persons - 0 to 4 years	no.	2 008	2 013	1,980	2 036	2 081
Persons - 5 years to 9 years	no.	2 272	2 202	2 197	2 191	2 177
Persons - 10 years to 14 years	no.	2 372	2 378	2 377	2 374	2 396
Persons - 15,years to 19	no.	2 272	2 352	2 435	2 519	2 545

Estimated Resident Population by Age and Sex		2004	2005	2006	2007	2008
years						
Persons - 20 years to 24 years	no.	2 133	2 204	2 328	2 440	2 506
Persons - 25 years to 29 years	no.	1,856	1,840	1,882	1,958	1,971
Persons - 30,years to 34 years	no.	2 023	2 022	1,993	1,991	2 033
Persons - 35 years to 39 years	no.	2 017	2 025	2 072	2 131	2 129
Persons - 40 years to 44 years	no.	2 256	2 255	2 206	2 201	2 207
Persons - 45 years to 49 years	no.	2 090	2 121	2 197	2 286	2 347
Persons - 50 years to 54 years	no.	1,920	1,961	2 009	2 043	2 094
Persons - 55 years to 59 years	no.	1,670	1,762	1,842	1,820	1,820
Persons - 60 years to 64 years	no.	1,287	1,324	1,418	1,562	1,631
Persons - 65 years to 69 years	no.	1,145	1,190	1,197	1,216	1,264
Persons - 70 years to 74 years	no.	1,104	1,113	1,144	1,124	1,095
Persons - 75 years to 79 years	no.	942	971	957	968	996
Persons - 80 years to 84 years	no.	723	725	766	759	764
Persons - 85 years and over	no.	565	595	601	635	656
Persons - Total	**no.**	**30,655**	**31,053**	**31,601**	**32,254**	**32,712**

Overseas Born Population Percentage of Total Population - Census 2006		2004	2005	2006	2007	2008
Born in Oceania and Antarctica (excluding Australia)	%	-	-	1.0	-	-
Born in North-West Europe	%	-	-	3.2	-	-
Born in Southern and Eastern Europe	%	-	-	0.5	-	-
Born in North Africa and the Middle East	%	-	-	0.2	-	-
Born in South-East Asia	%	-	-	0.4	-	-
Born in North-East Asia	%	-	-	0.2	-	-
Born in Southern and Central Asia	%	-	-	0.2	-	-
Born in Americas	%	-	-	0.2	-	-
Born in Sub-Saharan Africa	%	-	-	0.2	-	-
Total born overseas	%	-	-	6.1	-	-

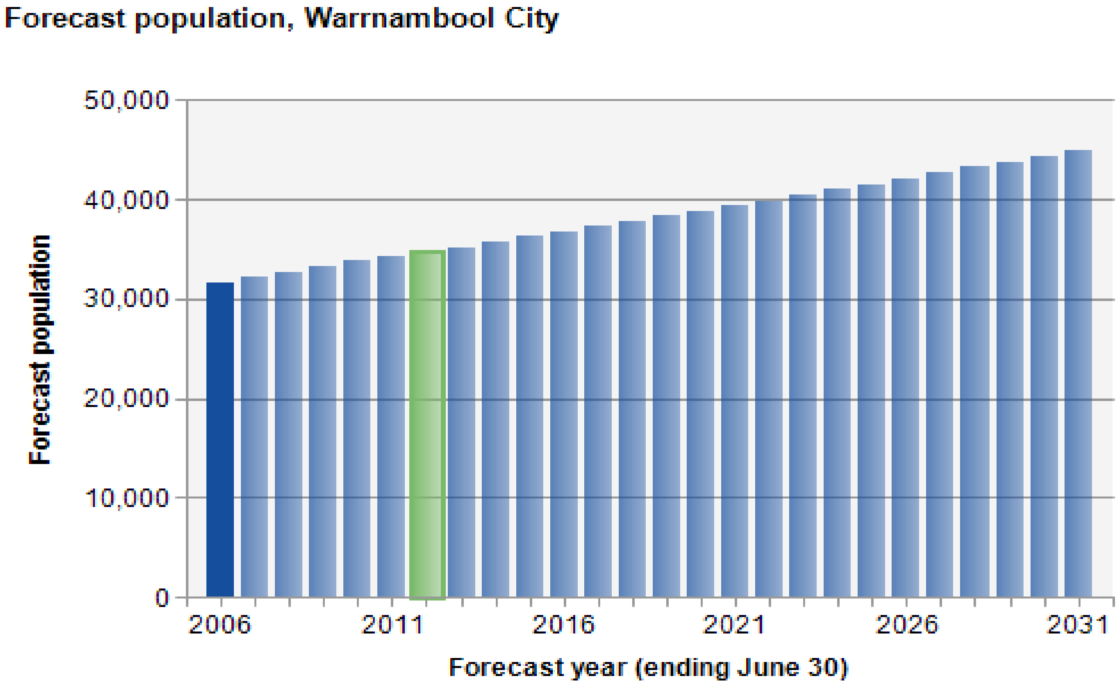
Occupation of Employed Persons: Percentage of Total Employed Persons - Census 2006		2004	2005	2006	2007	2008
Managers	%	-	-	11.2	-	-
Professionals	%	-	-	17.5	-	-
Technicians and Trades Workers	%	-	-	15.7	-	-
Community and Personal Service Workers	%	-	-	9.3	-	-
Clerical and Administrative Workers	%	-	-	12.3	-	-
Sales Workers	%	-	-	13.0	-	-
Machinery Operators and Drivers	%	-	-	5.6	-	-

Labourers	%	-	-	13.8	-	-
Inadequately Described/Not Stated	%	-	-	1.4	-	-

Families by Type - Census 2006		**2004**	**2005**	**2006**	**2007**	**2008**
Couple families with children under 15 and/or dependent students	no.	-	-	2,852	-	-
Couple families with non-dependent children only	no.	-	-	550	-	-
Couple families without children	no.	-	-	2,928	-	-
One parent families with children under 15 and/or dependent students	no.	-	-	945	-	-
One parent families with non-dependent children only	no.	-	-	385	-	-
Other families	no.	-	-	122	-	-
Total families	**no.**	**-**	**-**	**7,782**	**-**	**-**

Forecast Population[3]

Brief statistics	Warrnambool City
Forecast population 2012	34,626
Change between 2012 and 2031	10,210
Average annual percentage change between 2012 and 2031 (19 years)	1.37% per annum
Total percentage change between 2012 and 2031 (19 years)	29.49%



Warrnambool City is located along the Great South Coast in Victoria's Southwest, about 260 kilometres from Melbourne. Warrnambool is the largest urban centre in the Region and is the main service centre for retailing, business services, health and education. About 25% of the City's workforce is employed in wholesale and retail trade, with a further 30% employed in education, health, community and business services. Tourism is also a notable employer in Warrnambool, with the City attracting many people to its beaches during the warmer months, as well as whale spotting during the winter months.

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[3] Forecast2.id.com.au, Warrnambool

Manufacturing was formerly the largest employer in Warrnambool, with clothing production highly significant due to the Fletcher Jones Company. However, like many areas in Victoria, major decreases in manufacturing jobs were recorded since the mid-1970s, especially in the clothing, textiles and footwear industry. In recent years, manufacturing jobs have been on the increase again, with large investments to dairying plants in and around the City (Dennington, Allansford and Koroit), which have resulted in overall gains in employment. The City is the major source of employment for its residents, as well as other areas in the South-West of Victoria, most notably Moyne Shire. As a consequence future changes to population in the City, as well as neighbouring areas, will be associated with employment growth or decrease.

The population of Warrnambool City has increased significantly over the last twenty five years, albeit with growth varying slightly from period to period. The dominant drivers for population gain during these periods were:

- Gain of persons from overseas and from neighbouring Local Government Areas as a result of consolidation of farming enterprises.
- Employment growth in services, especially tourism based industries, retail trade, health and education.
- Growth in value-adding to local agricultural produce.
- Attraction of families to the area, based on the amenity and beauty.
- The dominant drivers for population loss during these periods have been:
- Loss of young people (18-24 years) to major centres, such as Melbourne, Geelong and also to Queensland.
- Loss of employment in manufacturing industries, especially clothing.
- Loss of employment in other key industries such as government administration and utilities.

It is assumed that a number of these patterns will continue into the future, most notably flow into the City from overseas and losses of young people to larger centres, albeit in lower numbers. It is likely that this may result in a bit of a reversal with Warrnambool City gaining from Metropolitan Melbourne.

Overall, employment factors will have a strong bearing on population in the next fifteen to twenty years in Warrnambool City. Recent development of various industries around the City such as gas production in the Otway Basin, wind farms and timber production are likely to maintain strong employment growth in Warrnambool. This is due to the fact that the City will benefit from expenditure and further growth and enhancement of its service functions.

Within the Warrnambool City Council as a result of the progressive residential development of the City over a century, the diverse demand for housing, the range of land uses and varying planning policies, areas have developed different roles within the housing market. Warrnambool (Central) attracts a large number of persons in their late teens and twenties, which is a reflection on the more 'inner urban' nature of the area with significant rental stock and access to restaurants and entertainment. Areas such as Warrnambool (North East), Dennington and Warrnambool (South - Merrivale) area tend to attract younger families, while Warrnambool (North of Merri) is expected to assume this role in the future. The more rural areas of Allansford - Rural East, Bushfield-Woodford and Warrnambool (South East - Hopkins) tend to attract a greater share of established and mature families, looking to upgrade to their second and third home. Warrnambool (East - Racecourse) and Warrnambool (North) tend to attract a larger share of persons over the age of 55, while some established areas with minimal development such as Warrnambool (Botanic) and Warrnambool (West) have lost population in most aged groups over the last decade. This variety of function and role of the small areas in Warrnambool City means that population outcomes differ significantly across the municipality.

There are also significant differences in the supply of residential property within the City which will also have a major influence in structuring different population and household futures over the next five to twenty years. Large new 'greenfield' opportunities have been identified in the north-east and north of the City (Warrnambool (North East) and Warrnambool (North of Merri)), as well as in Dennington. Other large scale developments are also likely to occur in Warrnambool (South East - Hopkins) and Warrnambool (South - Merrivale) where large pockets of residual greenfield land remains. There are likely to be other greenfield, infill and rural residential development opportunities throughout the City, albeit at lower levels than the major growth areas identified above.

In 2031, the population of Warrnambool City will be 44,835, an increase of 13,234 persons (41.88%) from 2006. This represents an average annual growth rate of 1.41%.

Warrnambool City's Areas	**Forecast Year**						**Change between 2006 and 2031**	
Area Name	**2006**	**2011**	**2016**	**2021**	**2026**	**2031**	**Number**	**Avg. Annual % Change**
Warrnambool City	**31,601**	**34,243**	**36,748**	**39,318**	**42,072**	**44,835**	**13,234**	**1.41**
Allansford - Rural East	1,059	1,116	1,152	1,197	1,253	1,314	255	0.87
Bushfield - Woodford	795	847	903	968	1,044	1,124	329	1.39
Dennington area	1,333	1,649	1,845	2,114	2,604	3,420	2,087	3.84
Warrnambool (Botanic)	2,760	2,883	2,983	3,022	3,064	3,114	354	0.48
Warrnambool (Central)	4,124	4,378	4,447	4,491	4,523	4,573	449	0.41
Warrnambool (East -	3,712	3,870	3,993	4,139	4,304	4,475	763	0.75

Racecourse)								
Warrnambool (North East)	1,922	2,766	3,854	4,942	5,706	5,787	3,865	4.51
Warrnambool (North of Merri)	737	834	1,010	1,358	1,851	2,726	1,989	5.37
Warrnambool (North)	2,950	2,886	2,758	2,686	2,681	2,697	-253	-0.36
Warrnambool (South - Merrivale)	3,381	3,670	3,987	4,258	4,508	4,761	1,380	1.38
Warrnambool (South East - Hopkins)	4,147	4,420	4,794	4,996	5,332	5,631	1,484	1.23
Warrnambool (West)	4,681	4,924	5,022	5,147	5,202	5,213	532	0.43

How many will live here in the future?

In 2006, the total population of Warrnambool City was estimated at 31,601 people. It is expected to experience an increase of over 7,700 people to 39,318 by 2021, at an average annual growth rate of 1.47% per annum over 15 years. This is based on an increase of over 3,300 households during the period, with the average number of persons per household falling from 2.50 to 2.44 by 2021.

How old will we be?

In 2006, the most populous age group in Warrnambool City was 15-19 year olds, with 2,435 persons. In 2021 the most populous forecast age group will be 20-24 year olds, with 2,661 persons. The number of people aged under 15 is forecast to increase by 1,164 (17.8%), representing a rise in the proportion of the population to 19.6%. The number of people aged over 65 is expected to increase by 2,097 (45.0%), and represent 17.2% of the population by 2021. The age group which is forecast to have the largest proportional increase (relative to its population size) by 2021 is 65-69 year olds, who are forecast to increase by 65.2% to 1,978 persons.

What type of households will we live in?

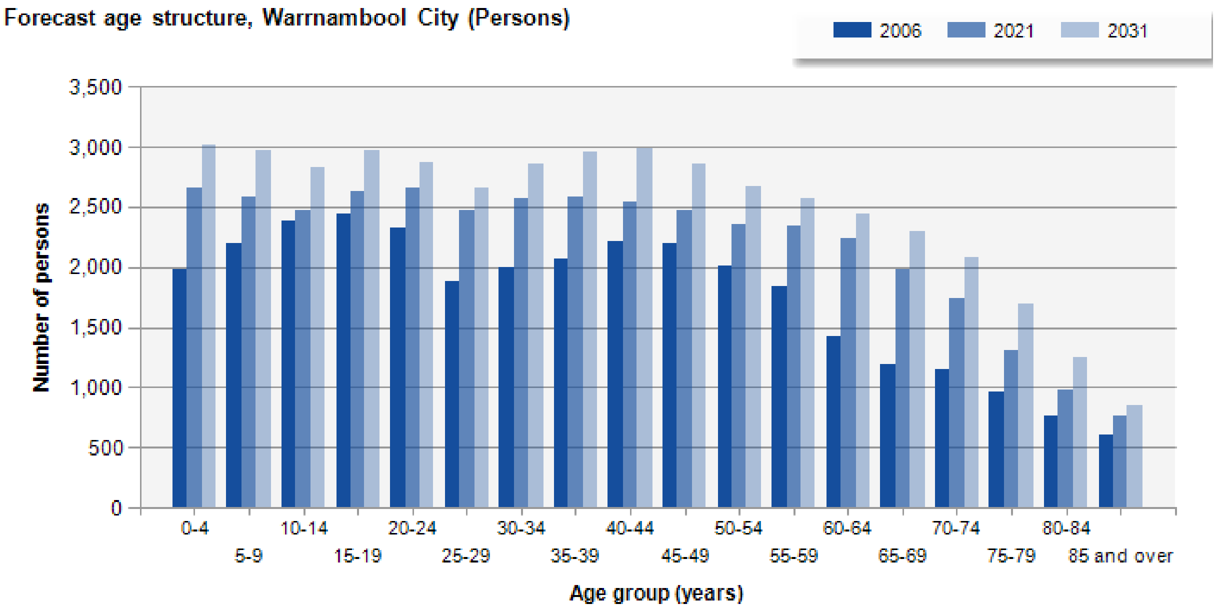
In 2006, the dominant household type in Warrnambool City was Couple families with dependents, which accounted for 29.0% of all households. The main changes in household type between 2006 and 2021 are forecast to be:

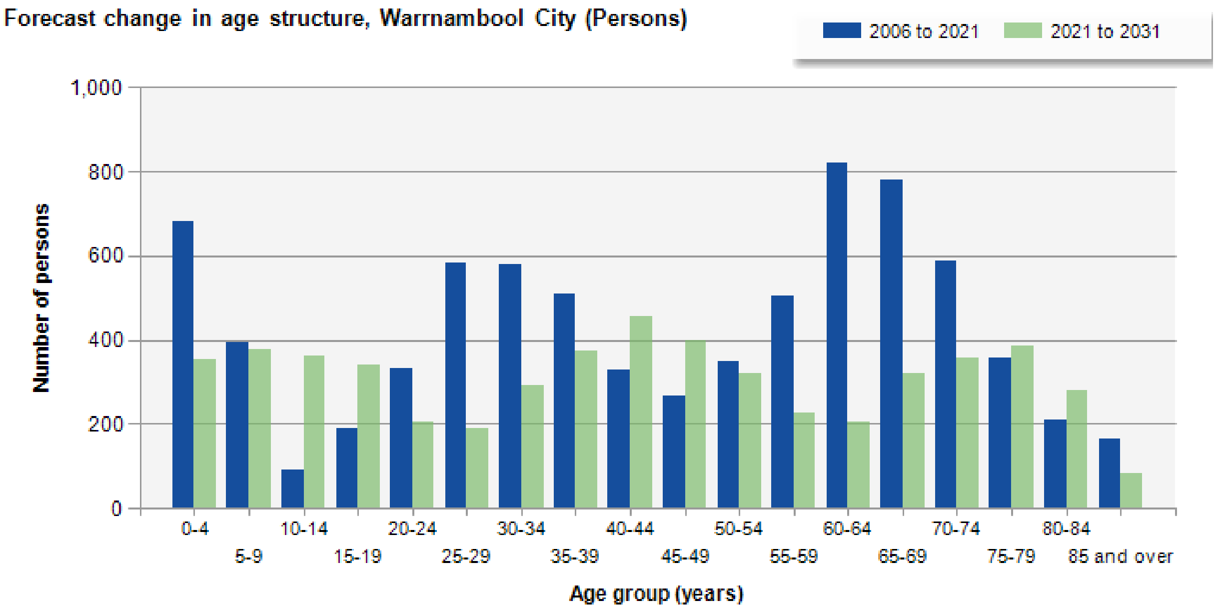
- The largest increase is forecast to be in Couples without dependents, which will increase by 1,367 households, comprising 30.9% of all households, compared to 28.2% in 2006.

- In contrast one parent family is forecast to increase by 224 households, to comprise 9.8% of all households in 2021, compared to 10.6% in 2006.

Age Structure

Forecast Age Structure	2006		2021		2031		Change2006 to 2031
Age Group	Number	%	Number	%	Number	%	
0-4 years	1,980	6.3	2,660	6.8	3,012	6.7	1,032
5-9 years	2,197	7	2,589	6.6	2,967	6.6	770
10-14 years	2,377	7.5	2,469	6.3	2,831	6.3	454
15-19 years	2,435	7.7	2,623	6.7	2,965	6.6	530
20-24 years	2,328	7.4	2,661	6.8	2,865	6.4	537
25-29 years	1,882	6	2,465	6.3	2,655	5.9	773
30-34 years	1,993	6.3	2,572	6.5	2,862	6.4	869
35-39 years	2,072	6.6	2,581	6.6	2,955	6.6	883
40-44 years	2,206	7	2,536	6.4	2,990	6.7	784
45-49 years	2,197	7	2,463	6.3	2,862	6.4	665
50-54 years	2,009	6.4	2,356	6	2,674	6	665
55-59 years	1,842	5.8	2,346	6	2,570	5.7	728
60-64 years	1,418	4.5	2,237	5.7	2,442	5.4	1,024
65-69 years	1,197	3.8	1,978	5	2,300	5.1	1,103
70-74 years	1,144	3.6	1,732	4.4	2,089	4.7	945
75-79 years	957	3	1,313	3.3	1,698	3.8	741
80-84 years	766	2.4	975	2.5	1,253	2.8	487
85 years and over	601	1.9	764	1.9	845	1.9	244


Forecast age structure, Warrnambool City (Persons)
2006
2021
2031
Number of persons
3,500
3,000
2,500
2,000
1,500
1,000
500
0
0-4
5-9
10-14
15-19
20-24
25-29
30-34
35-39
40-44
45-49
50-54
55-59
60-64
65-69
70-74
75-79
80-84
85 and over
Age group (years)


Forecast change in age structure, Warrnambool City (Persons)
2006 to 2021
2021 to 2031
Number of persons
1,000
800
600
400
200
0
0-4
5-9
10-14
15-19
20-24
25-29
30-34
35-39
40-44
45-49
50-54
55-59
60-64
65-69
70-74
75-79
80-84
85 and over
Age group (years)

Appendix 2 – Maritime and Heritage Museum Benchmarking

Museum Details				Features								Other	Pricing Structure				
Name	**Website**	**Location**	**Built/ Opened**	**Interactive Displays**	**Activities**	**Library**	**Collec-tions**	**Cafe**	**Workshop**	**Function Space**	**Theatre**		**Adult**	**Child**	**Conc**	**Family**	**Comments**
Australian Maritime Museums																	
Pollywoodside (Melbourne Maritime Museum)	http://www.pollywoodside.com.au/	South Wharf, Melbourne	2011	P	P	Not on site	P	P	X		P	Holiday Program School Excursions Pirate Days	$ 15.00	$ 8.00	$ 12.00	$ 42.00	Very Interactive
Western Australian Museum - Maritime	http://www.museum.wa.gov.au/museums/maritime/#maritime/getting-here	Fremantle, WA	2002	P	P	X	P	P	P	P	P	School Excursions Steam Machinery Exhibition HMAS Ovens Submarine Fishing Exhibitions Weddings/Events	$ 10.00	$ 3.00	$ 5.00	$ 22.00	Engineers Workshop run totally by volunteers. Closed if no volunteers. 200 seat theatre also used for conferences.
Australian National Maritime Museum	http://www.anmm.gov.au/site/page.cfm	Darling Harbour, Sydney	1991	P	P	P	P	P	X	P	P	Exhibitions/Audio Tours Lecture Series School Excursions Birthday Parties Events	$ 32.00	$ 17.00	$ 17.00	$ 70.00	Volunteer Program Memberships
Port Albert Maritime Museum	http://yarrampa.customer.netspace.net.au/pamm.html	Port Albert, VIC	1976	X	P	P	P	X	X	X	X	Replica lighthouse outdoor displays Museum Information Packs	$ 6.00	$ 1.00	$ 5.00	-	Static Displays Located in a heritage building which adds to appeal Local shipwreck history captured by Museum Have won recent awards for being best volunteer run museum in Victoria
Flagstaff Hill Maritime Village	http://www.flagstaffhill.com/	Warrnambool, VIC	1975	P	P	P	P	P	Professional Boat builder on site	P	P	Conferences/Meetings/Weddings School Excursions and Camps Restaurant on site Home of Visitor Information Centre Sound and Laser Show Mechanics Institute on Site Blacksmith, dressmaker, leadlighter - all on site Visitation 50k day, and 30k night pa.	$ 16.50	$ 6.50	$ 12.50	$ 39.00	Volunteer Program - over 120 volunteers. Flagstaff Hill Maritime Village is the Great Ocean Road's premier tourist attraction and cultural heritage centre, presenting the regions social and maritime heritage in a uniquely educational and entertaining way.
Maritime Museum of Tasmania	http://www.maritimetas.org/	Hobart, TAS	Original 1974 New 2000	X	X	Archives available by request only	P	P	X	X	X	Audio Visual Displays 2 Floating Exhibits	$7	FREE	$ 5.00	$ 16.00	Memberships Available Static Museum that works quite closely with Tasmanian Museum, Arts and Galleries

Name	Website	Location	Built/ Opened	Interactive Displays	Activities	Library	Collec-tions	Cafe	Workshop	Function Space	Theatre		Adult	Child	Conc	Family	Comments
Australian Maritime Museums																	
Maritime Museum of Townsville	http://www.townsvillemaritimemuseum.org.au/	Townsville, QLD	2001	X	✓	✓	✓	X	✓	✓	2 TV's running on loop	Model Boat Building Workshops Art Exhibitions, Events Corporate workshops Boat Shed with vessels Book Shop Visitation 3,800 pa	$6	$ 5.00	$ 5.00	$ 15.00	Volunteer Program Memberships Most visitors stay approx. 1-1.5 hrs.
Queenscliffe Maritime Museum	http://www.maritimequeenscliffe.org.au/	Queenscliff	1986	Computer with real-time shipping	✓	✓	✓	X	More of a Boatshed	X	DVD on loop	School Excursions Currently restoring a yacht Tour program for schools	$6	$ 4.00	$ 5.00	N/A	Volunteer Program - largely staffed by volunteers. 1 paid Administrator position and C.O.M More of a static museum Membership Program
Voyager NZ	http://www.maritimemuseum.co.nz	Auckland NZ	1993	✓	✓	✓	✓	X	X	✓	X	Travelling Exhibitions/Exhibitions School Excursions Sailing on the harbour School Holiday Activities	$17	$ 8.50	$ 14.00	N/A	No investment for 16 years, $10m investment in 2010. Visitation increased from 88k 2009 to 125K 2012. Obtain $1.8m annual funding from Auckland Council.
South Australian Maritime Museum	http://www.history.sa.gov.au/maritime/about_samm.htm	Port Adelaide, SA	1986	✓	✓	✓	✓	X	X	✓	✓	Travelling Exhibitions/Exhibitions School Excursions Lighthouse School Holiday Activities	$9	$ 3.50	$ 6.50	$ 22.00	Have a Replica boat in the Museum as well as Steam Tug and Police boat
Maritime Centre Lee Wharf	http://maritimecentrenewcastle.org.au/	Newcastle, NSW	1970's	✓	✓	Archives available by request only	✓	Adjacent, but not on site	X	✓	Projector Available	School Holiday Programs Ghost Tours Conferences/Meetings Exhibitions/Weddings Home of Maritime Festival	$10	$ 5.00	$ 7.00	$ 25.00	Volunteers and Membership Programs Our vision is to see here the ongoing interchange of knowledge and ideas about the past and the future of the maritime industries, the sea and weather that play such a role in what can be done, and our ongoing passion for enjoying the sea and river as a place to relax.

Museum Details				Features								Other	Pricing Structure				
Name	Website	Location	Built/ Opened	Interactive Displays	Activities	Library	Collec tions	Cafe	Workshop	Function Space	Theatre		Adult	Child	Conc	Family	Comments
Wooden Boat Centres																	
The Wooden Boat Centre Tasmania	http://www.woodenboatcentre.com/	Franklin, TAS		✓	✓	✓	✓	✓	✓			Learning Centre 18 Berth Marina Discovery Centre 3 Boat-building w/shops - 40foot Interpretation Centre Trade School Visitation estimated 10,000 p.a.					Can do Cert III in Boat Building Most closely matched with regime of EGSC
Centre for Wooden Boats	http://cwb.org/	Seattle	1960's	X	✓	✓	✓	✓	✓	X	X	Boatbuilding classes Sailing classes/Nautical skills School Programs/Field Trips High School Apprenticeships	FREE	FREE	FREE	FREE	Volunteer Program Memberships
Northwest School of	http://www.nwboatscho	Port Townsend,		X	✓	✓	✓	✓	✓	✓	✓	Full time vocational study program	N/A	N/A	N/A	N/A	A school that provides boat building and
Hardanger Ship Preservation Centre	http://www.olavsrosa.no/en/objektinfo.aspx?id=27429	Norheimsund, Norway	1984	X	✓	Limited	Limited	✓	✓	✓	✓	Apprenticeships School Camps Boat building and restoration Exhibitions Ropemaking, Toyboat making	$14.10	$7.05	$7.05	$26.00	(note: entry converted from Norwegian Krone to $AUD)
Overseas Maritime Museums																	
National Maritime Museum Cornwell	http://www.nmmc.co.uk/index.php?/justvisiting/	Cornwell, UK		✓	✓	✓	✓	✓		✓		Exhibitions School Excursions Pirate Birthday Parties Conferences/Seminars Dinners/Receptions Product Launches Weddings	£ 9.50	$ 6.50	$ 7.75	$ 27.00	Become a Volunteer' Program Memberships

Appendix 3 – Melbourne and Victoria Tourism Profiling

Melbourne Visitor Estimates:

Domestic

Key indicators of domestic visitation estimates to and within Victoria for the year ending December 2011 include:

- Domestic overnight visitor numbers to and within Victoria increased by 7.2% year-on-year to 16.9 million for the year ending December 2011.
- Over the period year ending December 2006 to 2011, domestic overnight visitor estimates to Victoria have declined (-0.6% p.a.).
- Domestic visitor night estimates to Victoria increased 4.0% year-on-year to 51.4 million nights for the year ending December 2011.
- Domestic overnight visitor estimates to Melbourne increased 5.7% year-on-year to 6.6 million visitors for the year ending December 2011. For the period year ending December 2006 to 2011, domestic overnight visitor estimates to Melbourne have increased by less than 0.1% per annum.
- Domestic visitor night estimates to Melbourne increased by 1.4% year-on-year to 18.4 million nights for the year ending December 2011. For the period year ending December 2006 to 2011, domestic visitor night estimates to Melbourne have declined by 1.6% per annum.

Domestic Overnight Visitor Estimates

Domestic Overnight Visitor Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	17,974	17,424	17,399	16,724	15,741	15,812	16,946	-0.5% p.a.	-0.6% p.a.	+7.2%
Melbourne	6,233	6,609	6,497	6,506	6,257	6,260	6,616	+0.5% p.a.	+0.0% p.a.	+5.7%

Domestic Visitor Night Estimates

Domestic Visitor Night Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	54,039	53,452	53,244	52,070	49,451	49,406	51,406	-0.5% p.a.	-0.8% p.a.	+4.0%
Melbourne	18,789	19,944	18,966	19,090	18,102	18,167	18,418	-0.2% p.a.	-1.6% p.a.	+1.4%

Interstate Overnight Visitor Estimates

Interstate Overnight Visitor Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	4,679	5,423	5,419	5,477	5,254	5,273	5,598	+1.6% p.a.	+0.6% p.a.	+6.2%
Melbourne	3,558	3,973	4,047	4,165	4,024	4,000	4,290	+1.7% p.a.	+1.5% p.a.	+7.3%

Interstate Visitor Night Estimates

Interstate Visitor Night Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	19,337	22,785	22,332	22,325	20,986	21,422	21,311	+0.9% p.a.	-1.3% p.a.	-0.5%
Melbourne	13,040	14,804	14,218	14,341	13,525	13,743	14,160	+0.8% p.a.	-0.9% p.a.	+3.0%

Intrastate Overnight Visitor Estimates

Intrastate Overnight Visitor Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	13,296	12,001	11,981	11,247	10,487	10,539	11,348	-1.4% p.a.	-1.1% p.a.	+7.7%
Melbourne	2,676	2,635	2,451	2,341	2,233	2,260	2,326	-1.3% p.a.	-2.5% p.a.	+2.9%

Intrastate Visitor Night Estimates

Intrastate Visitor Night Estimates in Victoria ('000)	Year Ending December							AAG 00/11	AAG 06/11	% Change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Total Victoria	34,702	30,667	30,911	29,746	28,464	27,984	30,095	-1.3% p.a.	-0.4% p.a.	+7.5%
Melbourne	5,749	5,139	4,748	4,748	4,577	4,424	4,258	-2.7% p.a.	-3.7% p.a.	-3.8%

International Tourism Visitation and Expenditure in Victoria

Summary Results

- International visitation in Victoria increased by 6.7% for the year ending December 2011, representing 32.4% of all visitors to Australia who visited the state.
- International visitor nights to Victoria increased by 5.8% to 43 million nights for year ending December 2011, representing a market share of 22.1%.
- China represented 265,300 overnight international visitors, a 28.8% increase over the previous year. Growth in China has outpaced New Zealand (261,800 visitors) to now become the largest Victorian source market for the year ending December 2011.
- International visitor expenditure in Victoria experienced an average annual increase of 8.9% for the period 2000-2010 to $3.9 billion in 2010. Victoria's share of international tourism expenditure in Australia increased from 15.1% in 2000 to 22.4% in 2010.
- Education visitors accounted for the largest proportion of expenditure in Victoria in 2010, spending $1.7 billion. This segment also had the highest level of per visitor expenditure ($14,973 per visit), based on the extended length of stay among education visitors. Business visitors reported the highest level of expenditure per night ($180 per night). Expenditure by education visitors has increased at an average annual rate of 13.9% between 2000 and 2010, with all purpose of visit segments also recording growth in expenditure over this period.
- Visitors from China accounted for the largest proportion of expenditure in Victoria in 2010, spending $685 million. Visitors from Singapore had the highest level of per night expenditure ($173 per night). Visitors from India, Indonesia and Thailand had the highest levels of expenditure per visit ($4,600, $4,307 and $4,286 per visit respectively), based on the high proportion of education visitors from these origin markets. In terms of growth, expenditure by visitors from New Zealand and the United Kingdom has increased at an average annual rate of 6.4% and 5.8% respectively for the period 2000-2010.
- Expenditure in Melbourne grew at an average annual rate of 9.0% increasing from $1.5 billion in 2000 to $3.7 billion in 2010. On average, international visitors to Melbourne spent $102 per night or $2,353 per visit in 2010.

International Expenditure in Victoria by Purpose of Visit

Expenditure by International Visitors in Victoria	Total Expenditure ($ million)			Total Expenditure: Ave Ann Change	Total Expenditure: Yearly Change	Expenditure Per Night ($)			Expenditure Per Visit ($)		
Year Ending December	2000	2009	2010	2000-10	2009-10	2000	2009	2010	2000	2009	2010
Holiday	488	877	823	+5.4% p.a.	-6.2%	108	108	102	769	1,136	1,038
VFR	345	705	714	+7.5% p.a.	1.3%	50	70	63	992	1,361	1,334
Business	265	408	481	+6.1% p.a.	17.9%	158	171	180	1,497	1,857	1,774
Education	466	1,597	1,712	+13.9% p.a.	7.2%	82	105	108	11,139	14,227	14,973
Other	111	163	191	+5.6% p.a.	17.2%	95	64	70	1,499	2,743	2,457
Total	1,677	3,757	3,941	+8.9% p.a.	4.9%	84	98	97	1,453	2,443	2,378

International Expenditure in Victoria by Origin Market

Expenditure by International Visitors in Victoria	Total Expenditure					Expenditure Per Night			Expenditure Per Visit		
	($ million)			Ave Ann Change	Yearly Change	($)			($)		
Year Ending December	2000	2009	2010	2000-10	2009-10	2000	2009	2010	2000	2009	2010
China	np	528	685	np	29.7%	np	83	88	np	3,239	3,308
New Zealand	176	271	326	+6.4% p.a.	20.3%	90	129	147	1,019	1,152	1,305
Malaysia	np	333	315	np	-5.4%	np	133	118	np	4,540	3,427
Singapore	np	310	311	np	0.3%	np	155	173	np	4,115	3,922
UK	168	289	296	+5.8% p.a.	2.4%	62	79	79	982	1,433	1,503
India	np	257	268	np	4.3%	np	78	82	np	5,072	4,600

Forecast Visitation to Victoria 2010-2020

International Visitor Forecasts 2010 (actual) to 2020 (forecast)

Visitors (000s)	Actual	Forecast										AAG 10/20
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
China	206	247	283	317	343	363	380	395	409	422	435	7.8% p.a.
New Zealand	246	255	261	267	272	277	282	287	292	296	301	2.0% p.a.
Malaysia	91	97	101	105	108	111	114	116	119	122	125	3.2% p.a.
Singapore	78	82	84	86	88	90	92	95	96	98	100	2.5% p.a.
UK	197	186	183	186	193	199	205	211	217	223	229	1.5% p.a.
India	58	63	68	74	80	86	93	101	109	117	126	8.0% p.a.

Appendix 4 – Tourism Statistics

Tourism Profile

Warrnambool

Three to Four Year Average to June 2007	International	Domestic Overnight	Domestic Day
Visitors ('000)	29	287	387
Visitor nights ('000)	87	721	-
Spend ($million)	7	85	55
Average stay (nights)	3.1	2.5	-
Average spend per trip ($)	241	296	142
Average spend per night ($)	79	118	-

Table: Summary of International and Domestic Travel to Warrnambool LGA

GOR4

Trends in Tourist Visitation to the GOR Region

The GOR Region has maintained a consistent market share of Australian visitation over the past 10 years (including domestic and international visitors) at around 3% per annum.

Visitation to the GOR Region peaked in 2000, coinciding with the Sydney Olympics. Since 2000 the region has maintained visitation between 6.5 and 7.5 million per year.

The GOR Region has experienced growth in length of stay in all key origin markets. Growth in length of stay is particularly significant for international and interstate visitors. This may reflect improvement in activities and accommodation that have been developed in the region over this period, such as new internationally branded accommodation and new experiences on offer such as the Great Ocean Walk and Otway Fly.

Although visitation has declined over the past decade, the GOR has maintained its share of Australia's visitor expenditure through increased yield. This said recent improvements in tourism product and infrastructure have failed to increase market share in the region.

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[4] Great Ocean Road World Class Tourism Investment Study, A Product Gap Audit, Investment and Regulatory Reform Working Group

Figure: Visitors to the GOR Region 2000-2010

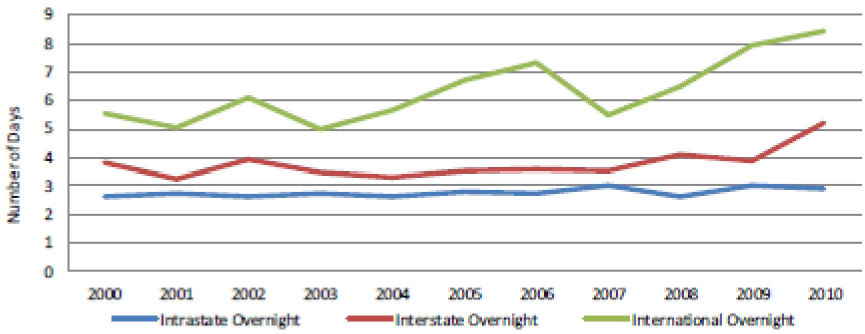


Figure: Length of Stay – Visitors to the GOR

Visitor Segmentation

International visitor markets (from Tourism Australia Experience Seeker Segments):

- United Kingdom experience seekers;
- Chinese experience seekers;
- German experience seekers;
- Japanese experience seekers;
- American (USA) experience seekers;
- New Zealand experience seekers;
- Indian experience seekers.

Domestic visitor markets (from Roy Morgan Values Segments);

- Visible Achievement;
- Socially Aware;
- Traditional Family Life;
- Young Optimism.

The Melbourne short break market is also considered important for the GOR region and is represented by the four domestic visitor segments identified above.

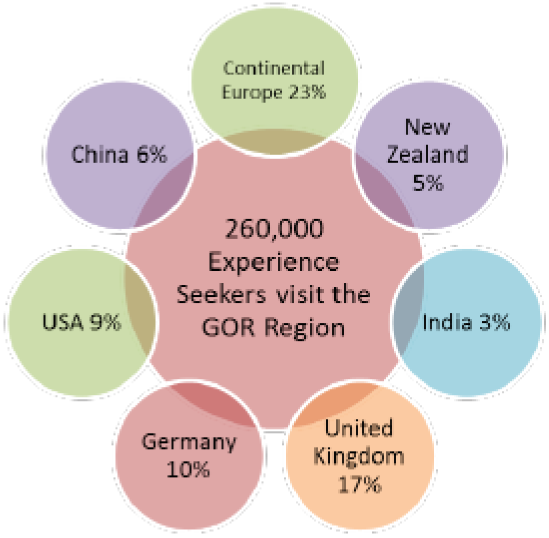


Figure: Key International Market Segments

There were 2.7 million experience seekers who visited Australia in 2010. Of these 10% or 260,000 visited the GOR Region. The GOR region attracted a higher proportion of experience seekers from other Europe, United Kingdom, Germany and China. The GOR Region however has an under-representation in experience seekers from New Zealand, Indonesia, Singapore and Japan, of which both Japan and New Zealand are considered key experience seeker markets for Australia. The reason for this is partly due to the product and experience availability in the GOR Region, not meeting market segments preferences. For instance, data from the International Visitor Survey highlights that Japanese visitors have a low preference for nature based tourism. The Indian experience seeker market is in its infancy and visitation to the GOR Region is currently low (around 3%); however expectations are that this segment will grow significantly over time.

The key experience seeker preferences which overlap across all of the key origin markets include:

Primary Preferred Experiences

- **Food and wine experience**: Overwhelmingly, this is the number one preference for experience seekers and is identified as a preferred activity by all key origin markets.
- **Nature based experience**: This is the second most common preference for experience seekers from all origin markets and is a key preference for all markets identified, expect Japan.
- **Shopping experience**: All key experience seeker markets except the United States and New Zealand expressed a preference for a shopping related experience during their visit.

Secondary Preferred Experiences

- **Festivals and events**: German, British and American experience seekers had a preference for attending festivals and events.

- **Walking experience**: German and American experience seekers had a preference for a walking experience; however this was not matched by other markets.

Accommodation Preferences

The accommodation preferences for international experience seekers varies significantly by market and highlights the need to provide a variety of accommodation options to meet the experience seeker market demand. Preferences include budget hotels, 4/5 star hotels, guest houses/B&Bs and self-contained accommodation and Tourist Parks.

Yield

The highest yielding international experience seeker market when visiting the GOR Region is Germany. International experience seekers from New Zealand and the United Kingdom have moderate levels of spend in the Region. The emerging market of China has the lowest spend of experience seeker segments in the GOR Region.

Visitation Growth Forecasts

Projected forecasts of visitation show that the GOR Region will attract between 9.6 million and 10.5 million visitors by 2030. At a minimum this is growth of 2.4 million on existing visitation levels.

2010	2030 Low-Base Growth Scenario	2030 Medium Growth Scenario	2030 High Growth Scenario
7.2 million	9.6 million	9.7 million	10.5 million

International Visitor Forecast

Using the low base case scenario, international visitors to the GOR region are forecast to increase at 3.9% per annum from 2010-2030. This equates to an additional 560,000 international visitors to the GOR Region by 2030 (more than double the existing visitation). The experience seeker markets that are projected to grow most in percentage terms are:

- India (8.9%);
- China (8.5%);
- Continental Europe (4.1%);
- USA (3.1%).

By 2030, Continental Europe will have secured its place as the most important international experience seeker market and China will become the 2nd most important international experience seeker market in terms of total visitors to the GOR region over the next 20 years.

In terms of visitor expenditure Continental Europe will strengthen its position as the most important experience seeker segment to the GOR Region by 2030. In contrast China's projected growth is less pronounced when total expenditure is projected due to the lower yield of the Chinese visitor segment.

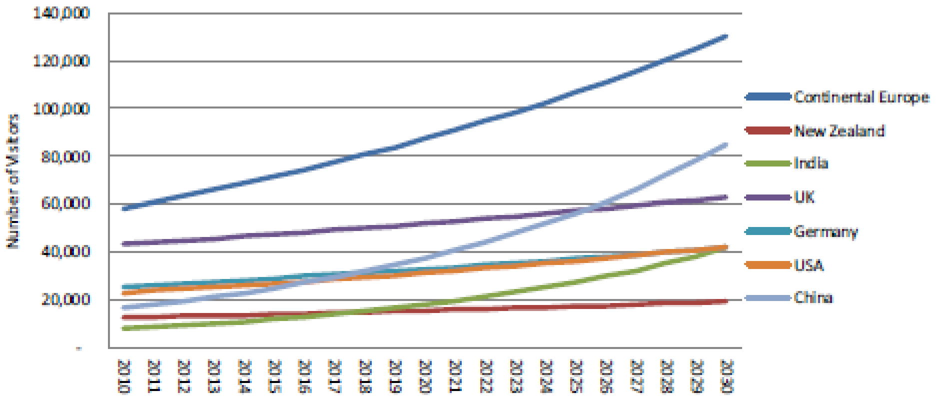


Figure: Projected Growth in International Experience Seeker Segments to GOR (Number of Visitors)

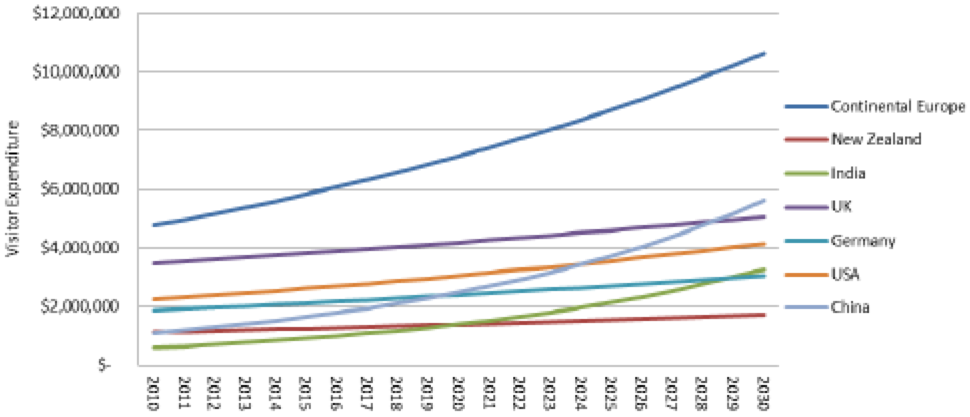


Figure: Projected Growth in International Experience Seeker Segments to GOR (Visitor Expenditure)

Domestic Visitor Forecast

Using the base case scenario, domestic visitation is projected to increase by 1.7 million visitors between 2010-2030.

The key markets that are projected to grow the most by percentage increase are:

- Traditional Family Life (2.3%);
- Socially Aware (1.1%).

Visible Achievement provided the largest number of visitors to the GOR Region in 2010 of all domestic values segments. Forecast projections for the GOR Region show that Socially Aware will equal this by 2030. Socially Aware is the highest performing segment in terms of total expenditure in 2010 and by 2030 Socially Aware will increase its position over other segments in terms of expenditure, highlighting the increasing importance of this Socially Aware for the GOR Region.

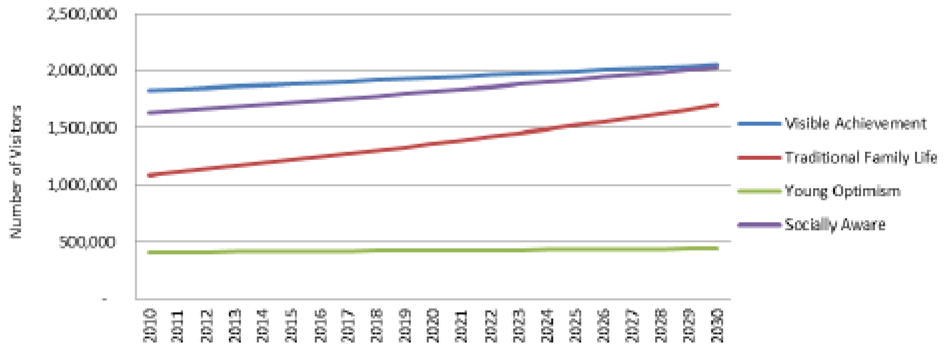


Figure: Projected Growth Key Domestic Segments (Total Visitors)

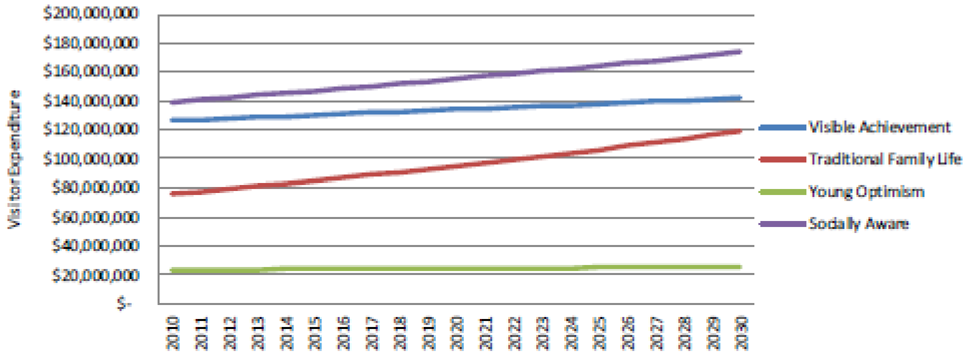


Figure: Projected Growth Key Domestic Segments (Total Expenditure)

Visitor Experience Audit

The iconic and unique visitor experiences in the GOR Region include:

- Drive the GOR;
- View the 12 Apostles;
- Follow the Great Ocean Walk;
- Visit Bells Beach and experience the surf culture at surf breaks, shops and coastal towns;
- Discover maritime history;
- View Australian wildlife.

The majority of the iconic experiences in the GOR region are centred on nature based tourism. There are a range of other experiences across the region, which whilst not iconic, provides the visitor with a high quality experience. These include:

- Food and wine experience including dining at seaside villages and visiting wineries/cellar doors;
- Heritage and history experience including maritime history along the shipwreck coast such as FHMV, surf history in Torquay and lighthouses/light stations;

- Events and Festivals: various well branded and high quality recreation/nature based events (e.g.: GOR marathon, Melbourne to Warrnambool Classic cycling race, Fun4Kids Festival, Rip Curl Pro, Australian Rules football at Kardinia Park) and large music events (e.g.: Falls Festival, Port Fairy Folk Festival). In addition to music and nature based events, business events are also prominent in the region, particularly in Geelong and Surf Coast;

These experiences could be further developed through investment in infrastructure and product, leading to the development of new iconic experiences, for example:

- Cycle the GOR Region;
- Experience the Wild South Ocean by Sea;
- Taste the Great South Ocean;
- Learn about Southern Australian Aboriginal Culture and Settlement;
- Attend a Great Australian Music Event;
- Attend a Great Australian Sporting Event.

The diagram below represents the availability of key preferred experiences in the GOR Region. Nature based tourism experiences are the most numerous, whilst shopping experiences are lowest in supply.

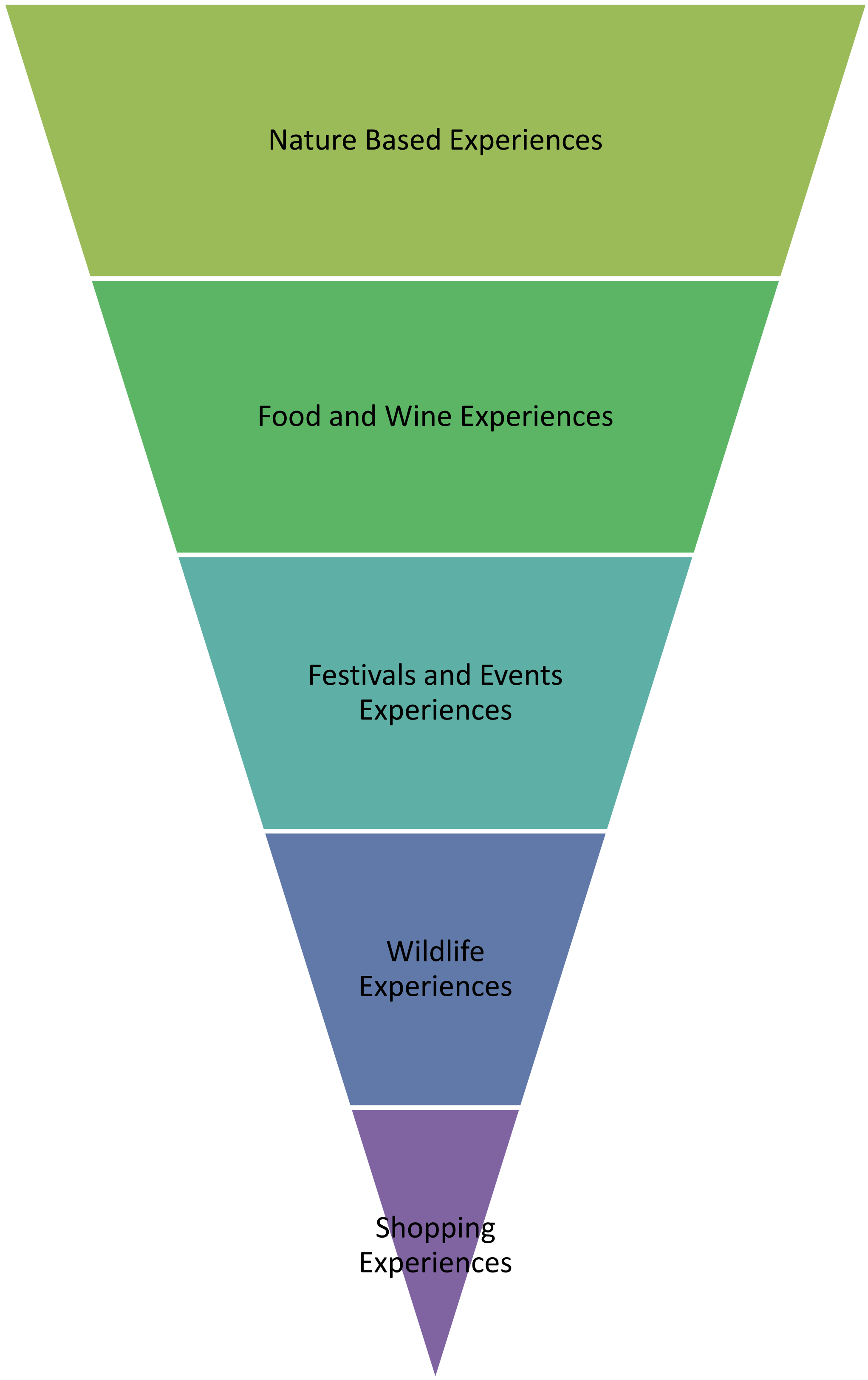


Figure: Supply of GOR Experiences for Key Market Segment Preferences

Product Gaps

An issue impacting the growth of FHMV is that the facility does not align to what visitors to GOR are looking for; History and Heritage does not feature within the primary or secondary products that visitors wish to experience.

Product Category	Key Strengths	Weaknesses/Gaps
Primary Product		
Nature Based Tourism	• Port Campbell National Park, including the 12 Apostles • Great Otway National Park • Cape Bridgewater/Lower Glenelg National Park • Marine National Parks • Great Ocean Walk, Great South Coast Walk, Surf Coast Walk • Tower Hill • Waterfalls	• Lack of interpretation of natural attractions • Poor access to marine National Parks • Day visitor facilities at National Parks • Accommodation linking to natural attractions • Trail infrastructure
Secondary Product		
Wildlife	• Koalas at Kennet River • Kangaroos, emus and Wallabies at Tower Hill • Whale and seal watching at Apollo Bay, Warrnambool and Portland • Platypus at Lake Elizabeth	• Formal infrastructure and facilities at wildlife viewing points • Access to whale watching/ tours
Food and Wine	• Geelong and Henty wine regions • Villages dining • Local produce	• Fresh seafood sales • Fresh seafood restaurants • Waterside dining
History and Heritage	• Surfing history • Shipwreck history • FHMV	• Quality of surf museum • History of the road itself – consider National, and possible World

		Heritage Listing
Art and culture	• Village boutiques Surf culture	• No large regional gallery outside of Geelong
Golf	• Coastal courses	• Complimentary product – accommodation, food, retail
Accommodation	• Motels • 3 star quality accommodation • B&Bs • Coastal Holiday and Caravan Parks	• Internationally branded hotels, particularly on the GOR (past Torquay) • Farm stay • Integrated resort, Corangamite Shire
Cycling	• Challenging and scenic trails	• Services for cyclists (spares etc.) • Complimentary product – Accommodation, food, retail
Festivals and events	• Music festivals • Nature based • Recreation/sports events	• Event venues
Business Events = Meetings, Incentives, Conventions and Exhibitions	• Business events • Conferencing	• No large international event venue • No large dining venue outside hotels
Indigenous	• Lake Condah/Mt Eccles • Tower Hill	• Facilities at Tower Hill and Mt Eccles
Emerging Product	•	•
Spa and well-being	• Lorne and Torquay • Warrnambool Geothermal Spa	• No large spa or wellness facility • Geothermal spas

Visitor Travel Insights[5]

Overnight Visitation	Total	GOR	Shipwreck Coast
International	Victoria 1.734 million up by 12% Regional Victoria 339,300 up by 9.3%	Overnight visitors 169,300 up by 8.1% Visitor nights 1.2 million down by 8.3%	Overnight visitors 71,200 up by 6.6% Visitor night figures – 249,200 visitor data deemed statistically unreliable by source Melbourne increase is due to the increase from the China Market. 25% of Chinese visiting Melbourne come to the GOR but mainly on day tours so little yield for the region.
Domestic	Victoria 16,360 million up by 2.6% Regional Victoria 10,330 up by 1.5%	Overnight visitors 2.3 million down by 1.4% Visitor nights 6.7 million down by 14%	Overnight visitors 514,000 down by 7.7% Visitor nights 1.6 million down by 0.4% The share of visitor nights from GOR to June 2010 is up by 3.2%

Overnight Visitor Estimates (‘000s)	Year ending June 2011							AAG 00/11	AAG 06/011	% change 10/11
	2000	2006	2007	2008	2009	2010	2011			
Domestic										
Total Victoria	16,973	17,332	16,913	17,291	15,912	15,942	16,360	-.03% p.a.	-1.1% p.a.	+2.6%
Regional Victoria	11,694	11,270	11,177	11,278	10,018	10,181	10,330	-1.1% p.a.	-1.7% p.a.	+1.5%
GOR	2,477	2,388	2,507	2,625	2,105	2,305	2,273	-0.8% p.a.	-1.0% p.a.	-1.4%
International										

[5] Shipwreck Coast Marketing Annual Report 2010/2011

Total Victoria	1,095.9	1,397.4	1,474.4	1,480.7	1,481.3	1,548.2	1,734.1	+4.3% p.a.	+4.4% p.a.	+12.0%
Regional Victoria	256.2	298.4	300.9	323.6	319.6	310.5	339.3	+2.6% p.a.	+2.6% p.a.	+9.3%
GOR	132.2	148.3	159.4	159.1	155.5	156.6	169.3	+2.3% p.a.	+2.7% p.a.	+8.1%

Table: Domestic and International Overnight Visitation to Victoria – Year Ending June 2011

No.	Market	Share	No.	Market	Share
1	United Kingdom	18.3%	13	China	2.9%
2	New Zealand	11.8%	14	Hong Kong	1.4%
3	Germany	10.6%	15	Indonesia	1.0%
4	USA	8.4%	16	India	0.7%
5	Netherlands	5.9%	17	Thailand	0.6%
6	France	4.6%	18	Japan	0.5%
7	Switzerland	4.4%	19	Korea	0.5%
8	Canada	3.9%	20	Taiwan	0.3%
9	Scandinavia	3.8%			
10	Italy	3.7%		Other Asia	0.2%
11	Malaysia	3.5%		Other Europe	5.8%
12	Singapore	3.0%		Other Countries	4.4%

Table: International Visitation Origins to the Shipwreck Coast for Year Ending June 2011

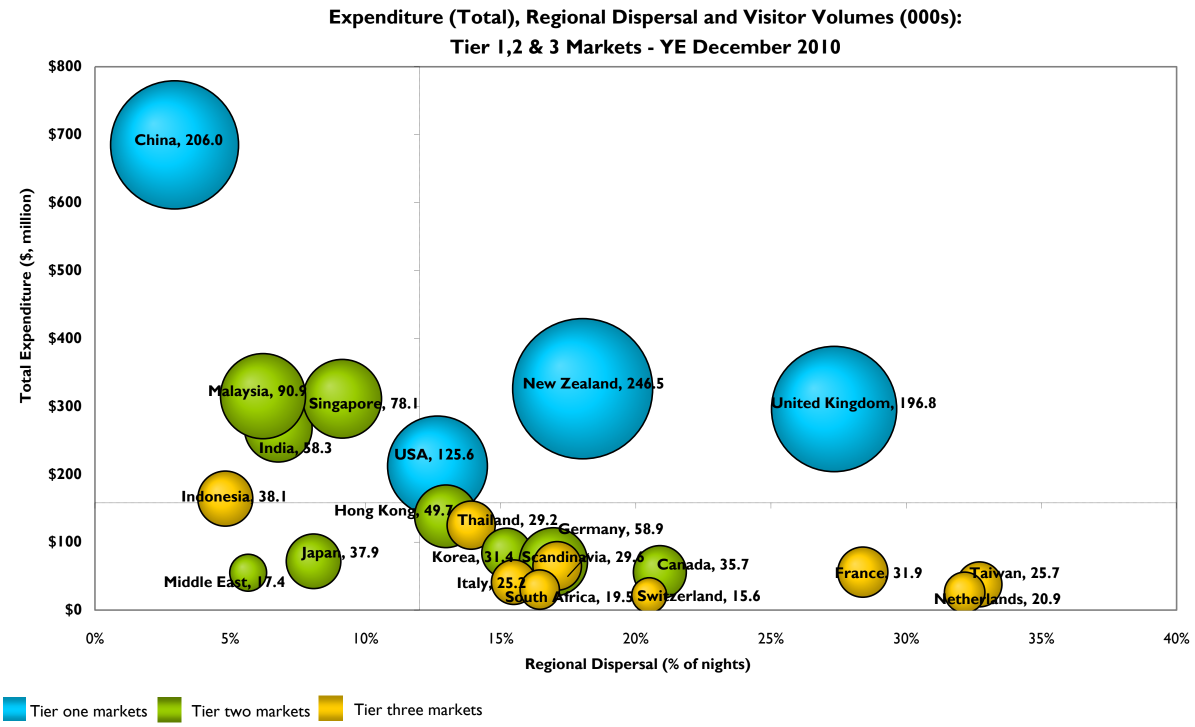
International Visitor Dispersal

Eastern Hemisphere markets, such as China and India, have been identified as the key growth areas for attracting high yield visitors to Victoria. There will continue to be an increased focus on demand and supply issues required to realise the potential of growth markets.

Although recognising the importance of growth markets, there will be a need to maintain focus on traditional Western markets that will continue to provide a large percentage of visitors to the State and are more inclined to contribute to regional dispersal. In the medium to long term we will seek to encourage regional dispersal from the growing Eastern hemisphere markets.

The chart below illustrates the expenditure, regional dispersal and visitor volume of Victoria's key international visitor markets. The size of the bubbles represents the volume of each visitor market. The total expenditure of each market is noted on the y axis and the propensity of each market to disperse into regional Victoria is shown on the x axis (as a percentage of nights).

Figure 1: Expenditure, regional dispersal and visitor volume – international markets



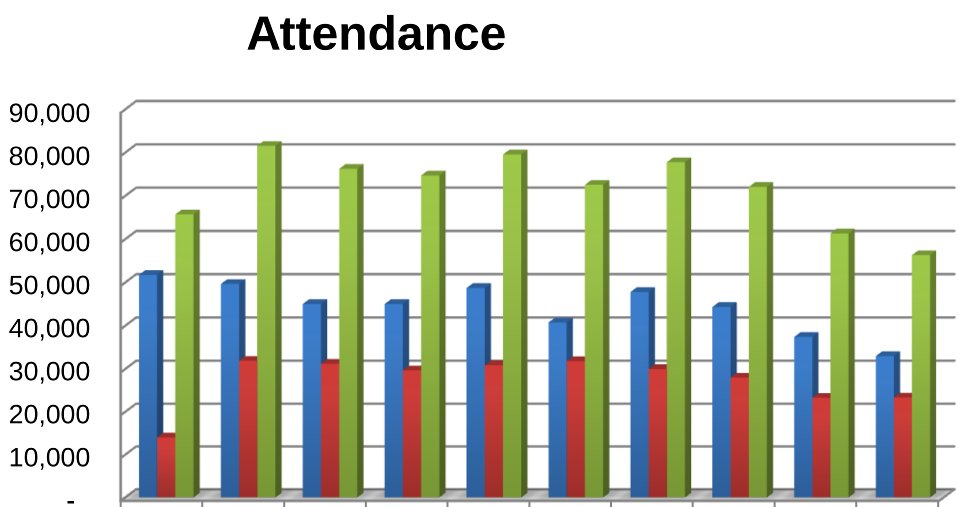
Source: National Visitor Survey, International Visitor Survey Tourism Research Australia, Canberra, year ending December 2010.

Key Actions of Tourism Victoria

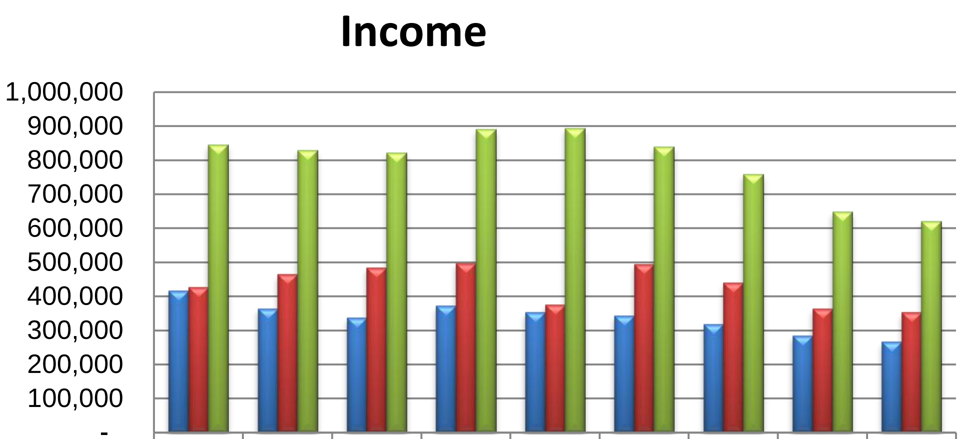
- Launch and implement a major Melbourne marketing campaign into the China market
- Ensure a strong marketing presence in traditional source markets to increase international visitation and dispersal to regional Victoria
- Leverage the international education, working holiday and business tourism markets, in tandem with Tourism Australia, to increase tourism’s contribution to the regional economy.

Appendix 5 – Visitation/Demand Assumptions

FHMV Metrics

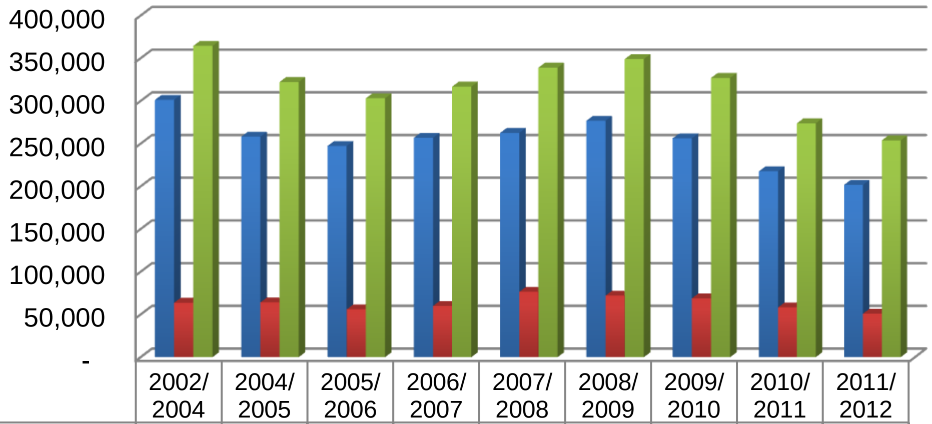


	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Flagstaff Hill Attendance	51,741	49,655	45,026	45,021	48,723	40,758	47,785	44,342	37,424	32966
Ship Wrecked Attendance	13,992	31,895	31,210	29,684	30,854	31,811	29,986	27,988	23,299	23340
Total Visitation	65,733	81,550	76,236	74,705	79,577	72,569	77,771	72,079	61,332	56,306



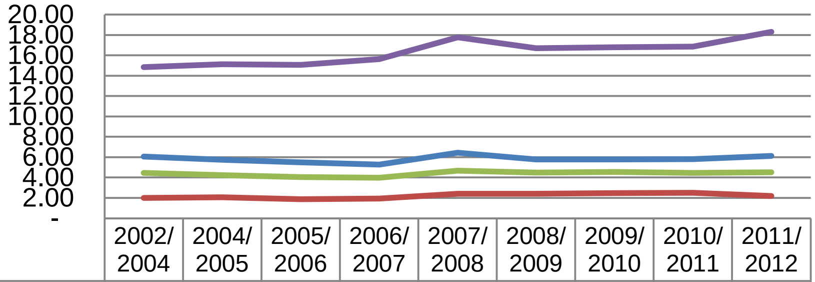
	2002/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Flagstaff Hill Income	417,49	364,55	337,31	371,92	353,10	344,41	318,37	284,85	266,73
Ship Wrecked Income	427,93	465,16	485,48	498,54	376,23	495,27	440,33	364,82	353,27
Total Income	845,43	829,71	822,80	891,01	894,47	839,69	758,70	649,68	620,00

Retail

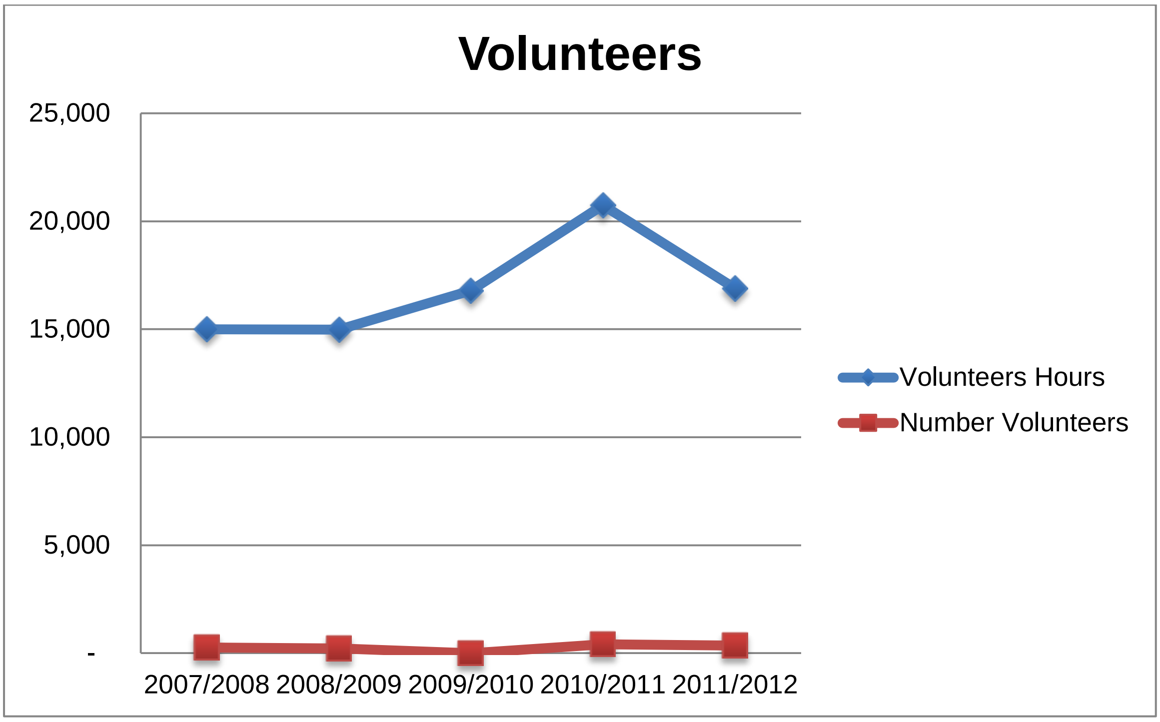


	2002/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Flagstaff Hill Retail	301,27	258,15	247,25	256,82	262,55	276,79	256,19	217,65	201,71
Ship Wrecked Retail	63,709	64,100	55,921	59,949	76,461	72,001	68,788	58,242	50,885
Total Retail	364,51	322,25	303,17	316,81	339,01	349,07	326,93	273,82	253,86

Average Spend

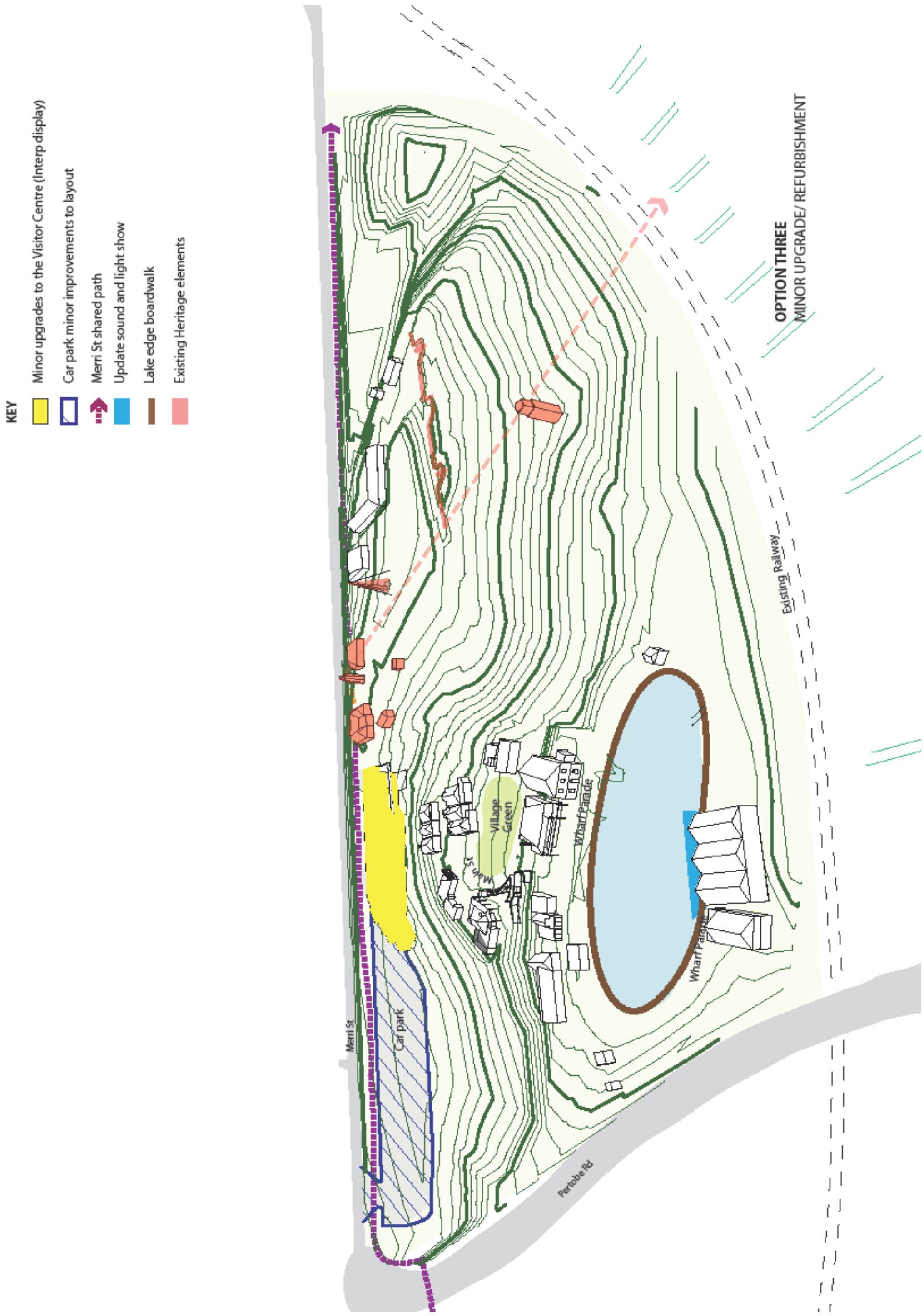


	2002/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Average Per Visit Flagstaff Hill	6.07	5.73	5.49	5.27	6.44	5.79	5.78	5.82	6.12
Average Per Visit Ship Wrecked	2.00	2.05	1.88	1.94	2.40	2.40	2.46	2.50	2.18
Average Per Visit Combined	4.47	4.23	4.06	3.98	4.67	4.49	4.54	4.46	4.51
Total Average Spend	14.84	15.11	15.07	15.62	17.76	16.70	16.79	16.84	18.32


Volunteers
25,000
20,000
15,000
10,000
5,000
-
2007/2008 2008/2009 2009/2010 2010/2011 2011/2012
Volunteers Hours
Number Volunteers

Appendix 6 – Financial NPV and GRP Outputs

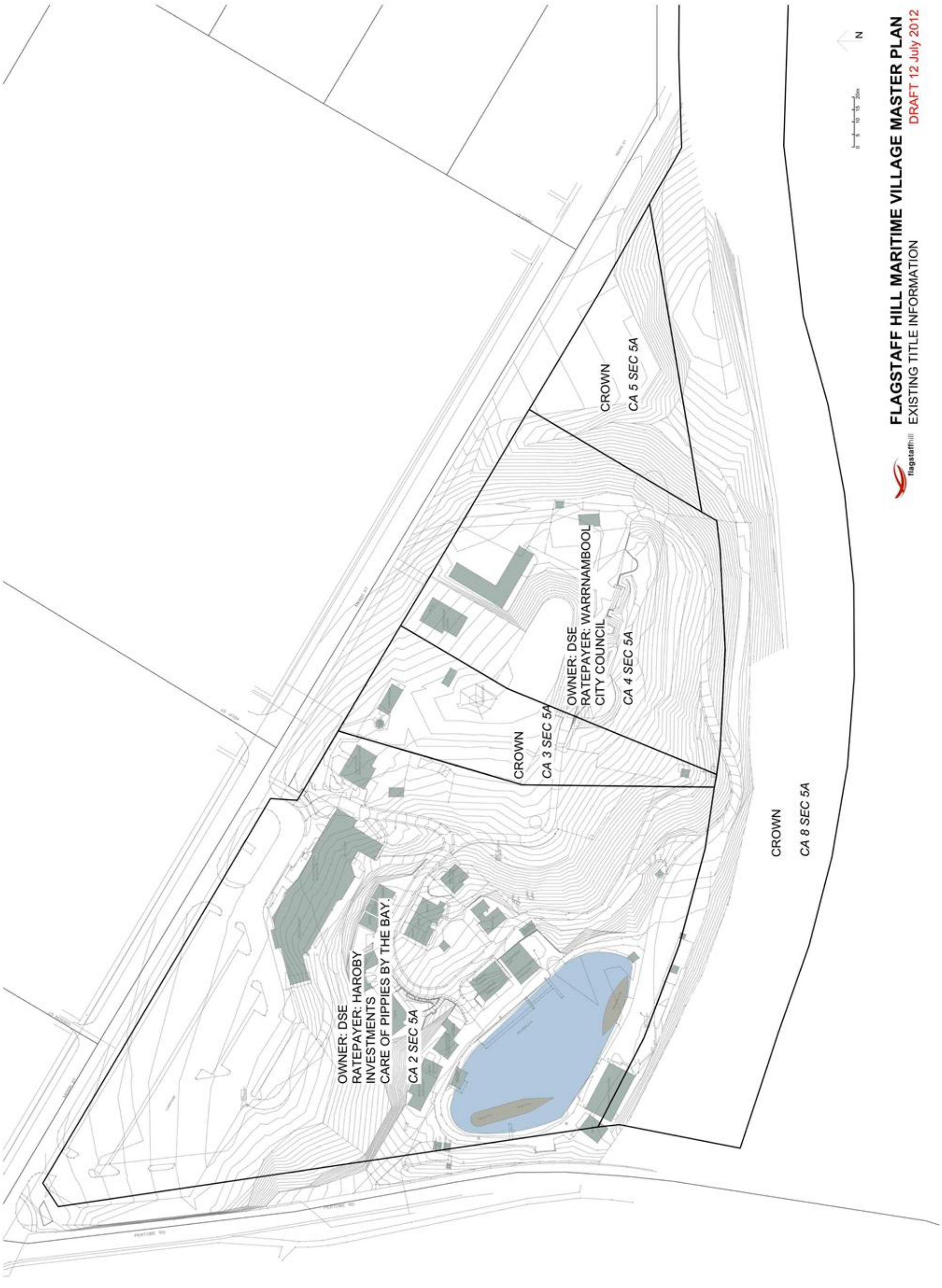
Appendix 7 – Site Layout and Options Plans


KEY
Minor upgrades to the Visitor Centre (Interp display)
Car park minor improvements to layout
Merri St shared path
Update sound and light show
Lake edge boardwalk
Existing Heritage elements
OPTION THREE
MINOR UPGRADE/ REFURBISHMENT
Existing Railway
Village Green
Wharf Parade
Main St
Car park
Merri St
Pertobe Rd


KEY
Upgrades to the Visitor Centre including new immersive experience and new lift access to the village green
Extension to the Information Centre
New landscaped forecourt
Car park improvements
Merri St shared path
New event lawn with terraced seating and village life interpretation
Update sound and light show
New lake edge boardwalk
Upgrade dry dock including access and covered work area
New Shipwrecked themed playground
New tall rigging course
Relcate Doctor's House and construct three new historic buildings to activate lake edge
Existing Heritage elements
New workyard and fencing
OPTION FOUR
SHIPWRECKED INTERPRETATION
Existing Railway
Village Green
Wharf Parade
Car park
Merri St
Pertobe Rd

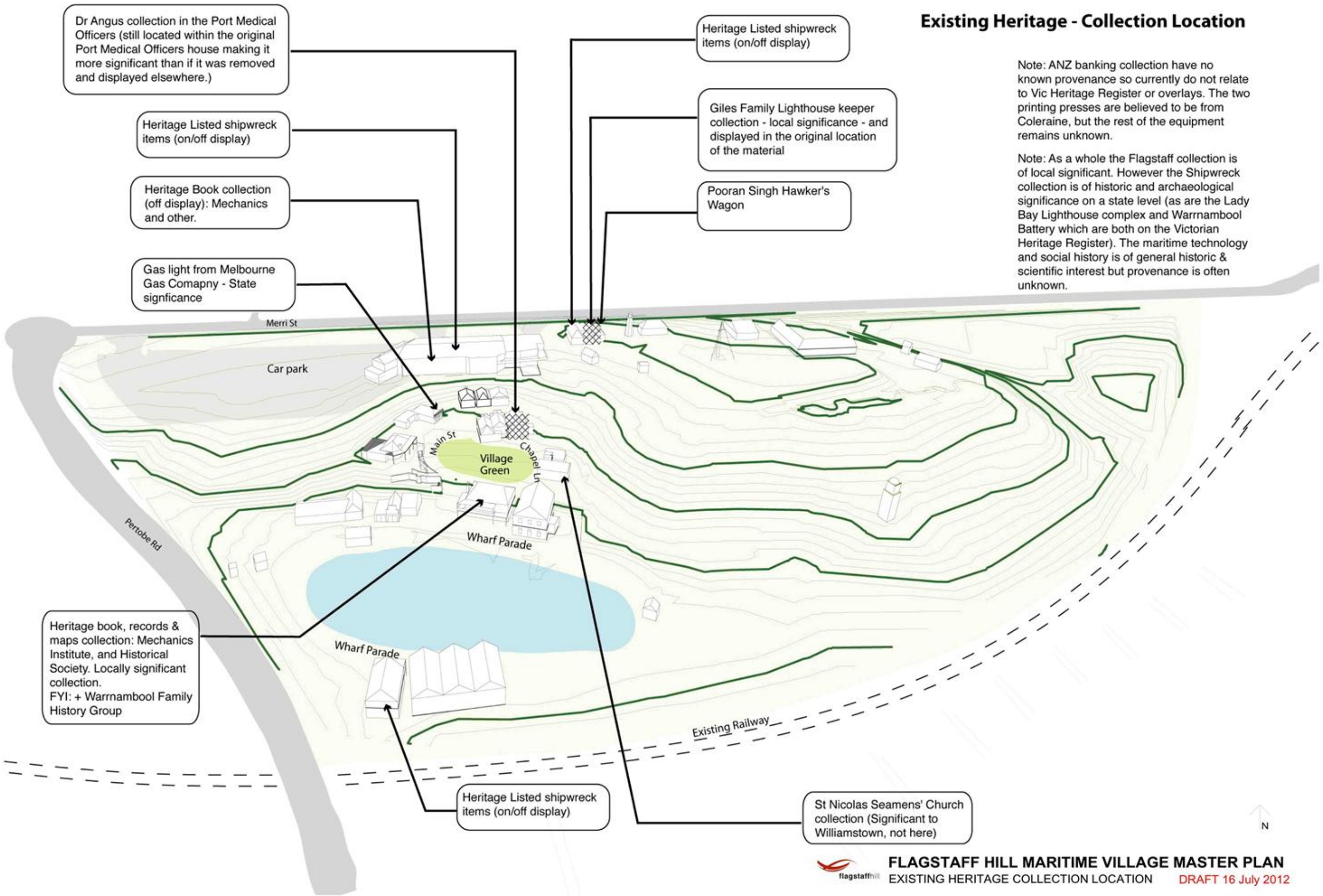

KEY
Upgrades to the Visitor Centre including Great Southern Ocean 4D experience and new lift access to the village green
Extension to the Information Centre
New cafe below with roof terrace
New accommodation - private sector investment
New landscaped forecourt
Car park improvement (Layout and Design)
Merri St shared path
New event lawn with terraced seating and village life interpretation
New lake edge boardwalk
Upgrade dry dock incl. access and covered work area
New Shipwrecked themed playground
New tall rigging course
Relcate Doctor's House and construct three new 'historic' buildings to activate lake edge
New workyard and fencing
Building conversion to education facility
Existing Heritage elements
OPTION FIVE
GREAT SOUTHERN OCEAN EXPERIENCE
Existing Railway
Village Green
Wharf Parade
Car park
Merri St
Pertobe Rd

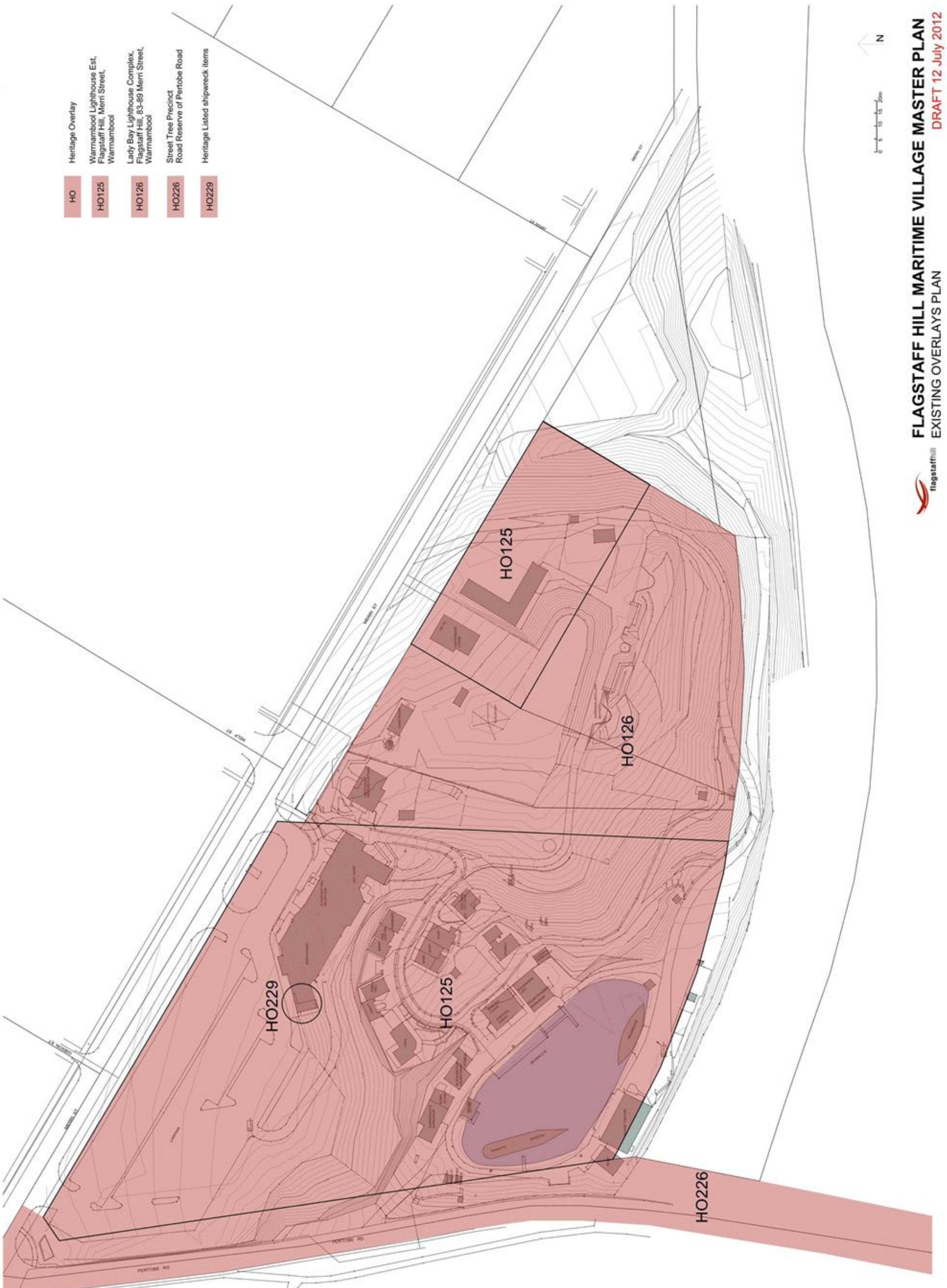

KEY
New Interpretation Great Southern Ocean Centre
New cafe below with roof terrace
New accommodation - private sector investment
New landscaped forecourt
Car park improvements (Layout and Design)
Merri St shared path
New event lawn with terraced seating and village life interpretation
New lake edge boardwalk
Upgrade dry dock incl. access & covered works area
New Shipwrecked themed playground
New tall rigging course
Relcate Doctor's House and construct three new 'historic' buildings to activate lake edge
New workyard and fencing
Building conversion to education facility
Existing Heritage elements
OPTION SIX
GREAT SOUTHERN OCEAN EXPERIENCE
NEW BUILDING
Existing Railway
Village Green
Wharf Parade
Car park
Merri St
Pertobe Rd


FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING TITLE INFORMATION
DRAFT 12 July 2012
CROWN
CA 5 SEC 5A
OWNER: DSE
RATEPAYER: WARRNAMBOOL
CITY COUNCIL
CA 4 SEC 5A
CROWN
CA 3 SEC 5A
CROWN
CA 8 SEC 5A
OWNER: DSE
RATEPAYER: HAROBY
INVESTMENTS
CARE OF PIPPIES BY THE BAY.
CA 2 SEC 5A

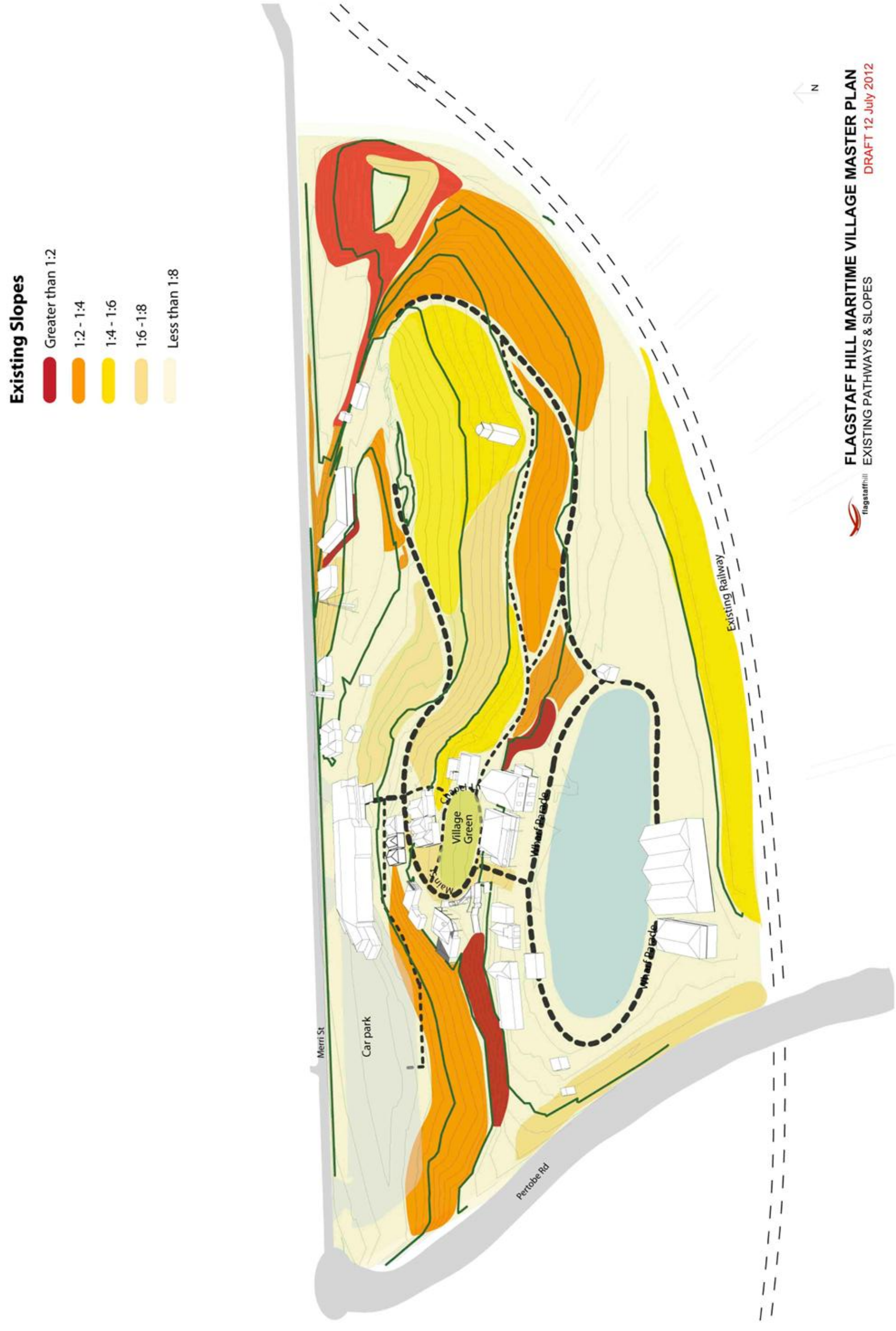

Existing Access and Movement
Parking and coach access
Main site entry
Possible additional entry
Primary pedestrian and miniture train route
Secondary pedestrian routes
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING ACCESS & MOVEMENT
DRAFT 12 July 2012
Village Green
Chapel Ln
Main St
Wharf Parade
Wharf Parade
Car park
Merri St
Pertobe Rd
Existing Railway
N

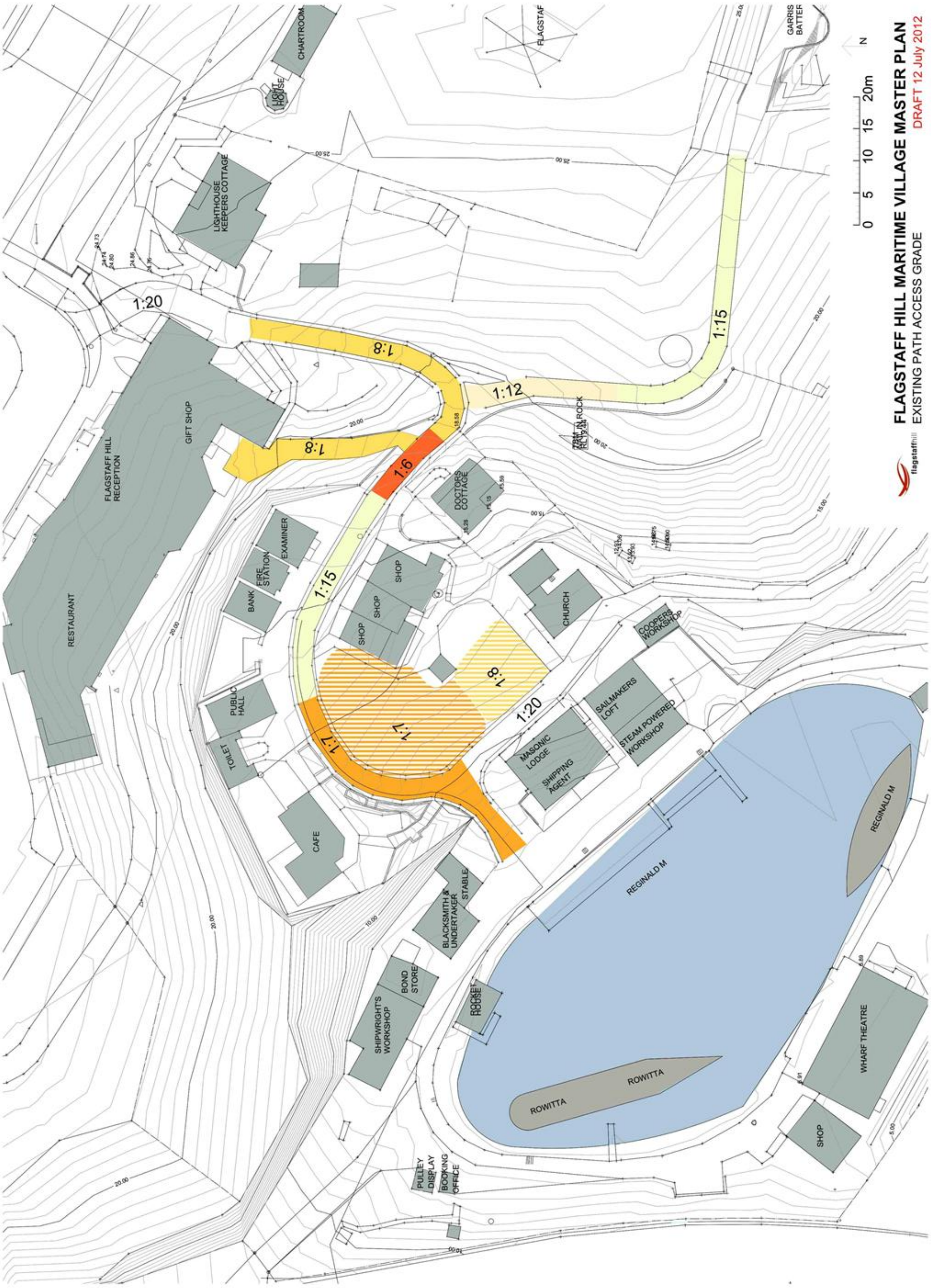

Existing Heritage - Fixed Elements
Heritage listed Warrnambool Planning Scheme and Victorian Heritage Register
Garrison Artillery Battery
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING HERITAGE ELEMENTS
DRAFT 12 July 2012
N
Existing Railway
Chapel Ln
Village Green
Wharf Parade
Main St
Wharf Parade
Merri St
Car park
Pertobe Rd


Existing Heritage - Collection Location
Note: ANZ banking collection have no known provenance so currently do not relate to Vic Heritage Register or overlays. The two printing presses are believed to be from Coleraine, but the rest of the equipment remains unknown.
Note: As a whole the Flagstaff collection is of local significant. However the Shipwreck collection is of historic and archaeological significance on a state level (as are the Lady Bay Lighthouse complex and Warrnambool Battery which are both on the Victorian Heritage Register). The maritime technology and social history is of general historic & scientific interest but provenance is often unknown.
Dr Angus collection in the Port Medical Officers (still located within the original Port Medical Officers house making it more significant than if it was removed and displayed elsewhere.)
Heritage Listed shipwreck items (on/off display)
Heritage Book collection (off display): Mechanics and other.
Gas light from Melbourne Gas Comapny - State signficance
Heritage Listed shipwreck items (on/off display)
Giles Family Lighthouse keeper collection - local significance - and displayed in the original location of the material
Pooran Singh Hawker's Wagon
Merri St
Car park
Main St
Village Green
Chapel Ln
Wharf Parade
Pertobe Rd
Heritage book, records & maps collection: Mechanics Institute, and Historical Society. Locally significant collection.
FYI: + Warrnambool Family History Group
Wharf Parade
Existing Railway
Heritage Listed shipwreck items (on/off display)
St Nicolas Seamens' Church collection (Significant to Williamstown, not here)
N
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING HERITAGE COLLECTION LOCATION
DRAFT 16 July 2012


HO Heritage Overlay
HO125 Warrnambool Lighthouse Est, Flagstaff Hill, Merri Street, Warrnambool
HO126 Lady Bay Lighthouse Complex, Flagstaff Hill, 83-89 Merri Street, Warrnambool
HO226 Street Tree Precinct Road Reserve of Pertobe Road
HO229 Heritage Listed shipwreck items
HO125
HO126
HO229
HO125
HO226
N
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING OVERLAYS PLAN
DRAFT 12 July 2012
flagstaffhill


PCRZ Public Conservation and Recourse Zone
RDZ2 Road Zone Category 2
PUZ4 Public Use Zone - Transport
R1Z Residential 1 Zone
R1Z
PCRZ
PUZ4
RDZ2
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING ZONING PLAN
DRAFT 12 July 2012


Existing Slopes
Greater than 1:2
1:2 - 1:4
1:4 - 1:6
1:6 - 1:8
Less than 1:8
FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING PATHWAYS & SLOPES
DRAFT 12 July 2012
N
Existing Railway
Village Green
Wharf Parade
Car park
Merri St
Pertobe Rd


FLAGSTAFF HILL MARITIME VILLAGE MASTER PLAN
EXISTING PATH ACCESS GRADE
DRAFT 12 July 2012
0 5 10 15 20m
N
1:20
1:8
1:8
1:12
1:15
1:6
1:15
1:8
1:7
1:7
1:20
CHARTROOM
LIGHT HOUSE
LIGHTHOUSE KEEPERS COTTAGE
FLAGSTAFF HILL RECEPTION
GIFT SHOP
RESTAURANT
DOCTORS COTTAGE
EXAMINER
FIRE STATION
BANK
SHOP
SHOP
SHOP
CHURCH
COOPERS WORKSHOP
SAILMAKERS LOFT
STEAM POWERED WORKSHOP
MASONIC LODGE
SHIPPING AGENT
PUBLIC HALL
TOILET
CAFE
STABLE
BLACKSMITH & UNDERTAKER
BOND STORE
SHIPWRIGHT'S WORKSHOP
ROCKET HOUSE
REGINALD M
REGINALD M
ROWITTA
ROWITTA
WHARF THEATRE
SHOP
PULLEY DISPLAY
BOOKING OFFICE